

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

SOUTH AMERICA (Appeal 01.22/2002)

Click on programme title or figures to go to the text or budget

	2002 <i>In CHF</i>	2003 ¹ <i>In CHF</i>
1. Disaster Preparedness	1,687,415	1,743,189
2. Health and Care	978,301	965,640
3. Humanitarian Values	79,454	89,482
4. Organizational Development	905,652	738,293
5. Regional Cooperation	351,280	200,739
6. Coordination & Management	616,934	612,102
Total	4,619,036	4,349,445

Introduction

Regional Context

South America has been facing a crisis of increasing social inequalities during recent years. The 1980s were referred to as “the lost decade” due to the lack of growth and development, and the 1990s was a decade of change with new democracies and an increase in foreign investments. Still, the American sub-continent continues to face many challenges at the beginning of the 21st century.

The Economic Commission for Latin America and the Caribbean (ECLAC) states that the economy in the region, affected by high levels of inequality, needs to grow by at least 6 percent on an annual basis in order to improve the situation relating to the public deficit and, in certain cases, external debt. Despite a general tendency of transition from dictatorship to democracy and a lessening of armed conflict in the region, the increase in violence and crime has reached alarming proportions. This is seen to be directly linked to inequality whether



¹ These are preliminary figures for 2003. and are subject to revision in the course of 2002.

ethnic, economic or gender based. The UNDP estimates that the number of people living below the poverty line in South America has reached 224 million.

Public education systems are subject to collapse, health systems are deficient, and unemployment is on the rise. Governments, overburdened by economic crises and the structural changes imposed by international agencies, have been obliged to make ever-increasing cuts to health budgets. There has therefore been a resurgence of illnesses related to poverty and malnutrition, and there is a marked lack of confidence in institutions, together with growing corruption. Indigenous populations exist in all countries within the region; these populations are deprived of access to health and education services and face the loss of land and displacement. An indigenous movement is active in Bolivia, Ecuador, Colombia and Peru.

Another area of concern centres on the Southern Cone countries. Although Argentina, Uruguay and Chile rate 34, 37 and 39 respectively in the 2001 UNDP human development index, vulnerability in these countries persists. However, as they are not considered to be developing countries, they receive little international aid for development or in times of disaster.

Moreover, South America is a disaster-prone region that has vulnerable groups, both in urban shanty towns and in rural areas, at risk from floods, droughts, earthquakes and volcanic eruptions. The El Niño phenomenon continues to pose a threat.

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 image is in need of change. Most national societies 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 over recent years, with a new emphasis on working with the most vulnerable.

Priority programmes for Federation assistance

The regional delegation is helping the societies implement Strategy 2010, the plan of action of the 27th International Conference, the recommendations of the last Inter American Conference through the Santo Domingo Declaration and the recommendations of the last meeting of presidents and technical seminars in Asunción, Paraguay, in 2000. A regional assistance strategy has been designed for this sub-region. The main objectives for Federation assistance are as follows:

Disaster preparedness In conjunction with the Pan-American Disaster Response Unit (PADRU) and the Guatemalan and Santo Domingo regional delegations, the Federation will continue to support and strengthen overall preparedness and response capacity through ongoing, systematic planning, selective training, improved systems, increased professionalism, and structured follow-up and evaluation. Greater emphasis will be placed on building clear and defined inter-institutional relationships with governments, international organizations and NGOs in the process of designing and implementing regional, national and local emergency plans. As a critical component of this, community preparedness programmes will be expanded to incorporate greater coverage in terms of the number of communities targeted within each country. Regional response capacities will be enhanced by improving skill levels through intra-regional exchanges of trained personnel with support and appropriate guidance from the delegations and PADRU. In accordance with the plan of action of the 27th International Conference, National Societies, supported by their respective governments, the Federation and the ICRC will strengthen their disaster preparedness and response capacities, including the raising of community awareness and support, both nationally and internationally, in response to changing patterns of risk and vulnerability, and through lessons learned from experience gained over the past decade, including those within the framework of the International Decade for Natural Disaster Reduction (IDNDR).

Health and care 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 development through an integrated community approach. The Federation Secretariat, through regional delegations in the Americas, has begun a consultation process with National Societies regarding a health strategy for the Americas along the lines of Strategy 2010. As part of this process, a partnership with the Pan American Health Organization is critical, as well as identification of the major areas in the field of health in which the Red Cross could make a public health impact. In the coming months, a memorandum of understanding will be signed by PAHO and Federation representatives on behalf of Red Cross Societies in the Americas. In accordance with the plan of action of the 27th International Conference, the International Federation and National Societies will, in cooperation with States and appropriate national and international bodies, further strengthen their capacity to prevent, treat and control communicable diseases (including emerging and re-emerging diseases), especially tuberculosis, HIV/AIDS and other sexually transmitted diseases, malaria and vaccine-preventable diseases.

Humanitarian values In line with Strategy 2010, the regional delegation will support the South American national societies in promoting understanding of Red Cross/Red Crescent humanitarian values. Working through the youth network, the focus will be on promoting, among children and young people, attitudes of non-violence, tolerance, reciprocal respect and equality of opportunities among men and women. In accordance with the plan of action of the 27th International Conference, National Societies will review and adjust their service delivery and communication programmes to ensure that they fully represent the application of the Fundamental Principles, with particular reference to advocacy for, and services to, the most vulnerable people in the community

Organizational 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 financial resource development, providing enhanced 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 by providing 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, boosting the harmonization process with the ICRC, enhancing partnerships and optimizing regional resources.

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1. Disaster preparedness

Background and achievements/lessons to date

While there was significant progress in both disaster preparedness and disaster response during the last year, economic conditions and a lack of international focus in the region in terms of disasters continue to hinder both Red Cross and government ability to respond adequately when emergencies occur. The Federation will thus advocate for implementation of the plan of action of the 1999 international conference through the national societies and their respective governments, with a view to strengthening national disaster preparedness plans, evaluating national disaster response systems and promoting access to international funding in the area of disaster preparedness.

Strategies to date have focused on enhancing the national society and individual community capacity to be prepared for disasters rather than simply focusing on immediate, and often inadequate, disaster response activities.

Community-based disaster preparedness programmes have taken on a primary role in this approach. The Andean Zone project, funded by ECHO, has been a driving factor in bringing together the national societies of Bolivia, Colombia, Ecuador and Venezuela, all of which are using a uniform methodology to assist 46 communities to better prepare themselves in the case of eventual disasters. The objectives of the Andean Zone project are to strengthen the basic response capacity of communities in emergencies and disasters, and to enhance the capacity of the Bolivian, Colombian, Ecuadorian and Venezuelan Red Cross societies in order to prepare them to support community response capacity in disasters.

Strategy 2010 describes as a key intervention strategy the need for communities to be involved in proposing solutions according to their specific circumstances taking into account local resources, systems and traditional support. The sensitizing and education of communities in the area of disaster preparedness and prevention is an organizational priority.

The Andean Zone project is committed, as a point of departure, to genuine participatory methodologies in all aspects, be they in relation to institutional development of the national societies or in its work with communities. Areas of focus include the promotion of educational processes, participation in community organization, improvement of interpersonal and group relations and the participation of community members as the principal actors in the identification and implementation of solutions to basic needs and the articulation of community initiatives.

Interventions are also focused on reducing the conditions of vulnerability in communities and implementing healthy life styles through improved health practices, the detection of risks and threats, the training of community resources, and Red Cross branch and community emergency plans. In addition, community brigades have been formed and emergency units with the Red Cross have been strengthened where there is a need for an institutional presence. Both roles are clearly defined in community-based disaster preparedness, prevention and response plans.

Community education programmes in the Americas have been concerned with quantitative results, focusing on greater numbers of people trained. Unfortunately, insufficient energy has been placed on the quality of the end product and follow-up of key initiatives. As a result, much of the long-term momentum is lost. The Andean Zone project has therefore placed equal emphasis on the quality of training. The value added of this approach can be seen in the quality of the community's preparedness and the sustainability of the project.

The project has produced significant results, both quantitative and qualitative, specifically:

- 309 volunteers of the Red Cross trained as facilitators
- 490 community leaders trained as facilitators
- 220 community workshops held
- 3,862 community members actively involved in disaster preparedness in their own community and more than 20,000 participated in preparedness sessions

- 42 micro-projects aimed at strengthening and preparing communities to deal with disasters where implemented
- Improved community organization is evidenced, including improved participation by all community sectors, the ability to organize meetings, use of democratic procedures, respect for differences of opinions, taking on responsibility, meeting deadlines and improved communication
- Institutional recognition for the need to pay more attention to the cultural, social and political realities of the different communities. A concrete example of this is the use of bilingual facilitators in certain communities in Ecuador and Bolivia.
- Improved analytical and problem-solving skills
- Improved capacity of Red Cross volunteers and community members to plan, implement and evaluate ideas, plans, and projects
- Improved inter-institutional relations including the capacity of community members to articulate needs and lobby officials to implement programmes designed to meet community-identified needs
- Improved conflict resolution skills within the Red Cross branches and in community organizations
- Increased participation of women in all areas
- Increased numbers of volunteers in participating Red Cross branches

An ongoing process is underway to develop tools to accurately measure the qualitative impact of these results.

While disaster preparedness programmes have produced important results, the process now needs to move beyond the community level to include local and regional authorities in the planning and implementation of emergency disaster plans. This will help to improve response capabilities and ensure political commitment at the required levels.

The Camalote programme has assumed an important role in this area bringing together the national societies of Argentina and Paraguay, both of which are using a uniform methodology to assist nine depressed urban districts in the Plata river basin better prepare themselves for disaster and to bring about improvement of living conditions related to health, water and sanitation and the environment. The programme has produced significant results, both qualitative and quantitative, specifically:

- 26 micro projects implemented to strengthen communities and prepare them to deal with disasters since 1999
- 10,211 direct beneficiaries
- 58 Red Cross members and volunteers trained and involved
- Between 2000 and 2001, branches actively participated in the entire process, which includes identification, planning, implementation and evaluation
- The participative methodology has been incorporated into other local activities and projects
- At the local level, the Camalote programme developed strategic alliances with governments and organizations; contributions in kind and services from the actors translated into 50 percent extra investment in the microprojects at the end of implementation phase

It is critical that national societies continue to better equip themselves, both in terms of material and human resources, to respond to natural disasters. This process must be based on clearly defined and structured regional and national strategic plans and corresponding operational plans. Such a strategy is essential in order to not only ensure the Federation's response capacity, but to support national societies in improving their own abilities. In many cases, branch capacity to respond to disasters has not kept pace with the skills acquired in the communities. This inequality can be reduced through appropriate planning, evaluation of branch needs and structured training.

In order to address these issues, the three regional delegations in the Americas are collaborating with the national societies in developing a Pan-American disaster preparedness and response strategy, following the recommendations of the Santo Domingo declaration. There is still much work to be done, but this critical process is now underway.

In South America, a regional disaster planning workshop was held in August with the participation of nine national societies. The objective of the meeting was to develop a strategic plan for between three and five years and a two-year operational plan. These plans will be completed by the end of the year and will define the work

of the disaster relief departments of each of the national societies as well as the disaster preparedness delegates. It will allow the delegation to structure its programmes and training to meet the needs of the national societies and the region, as well as ensure follow-up and evaluation by maximizing available resources. The regional delegation has placed delegates in several countries which has provided additional support in all programme areas. The regional disaster preparedness and health delegates, as well as the disaster preparedness trainee delegate, are now based in La Paz, Bolivia.

In addition to the resources of the regional delegations, the newly operational Pan-American Disaster Response Unit (PADRU) will continue to provide support to the regional delegation and national societies in times of disaster utilizing skills in the areas of relief, logistics, telecommunications and water and sanitation. PADRU will also play a key role in providing training to national societies and to regional and national intervention teams. The important role PADRU has played in the region is evidenced through its participation in the Peruvian floods and earthquake operations during 2001. In addition, the quality of regional intervention teams continues to improve.

An important success during the year was the improved coordination among regional national societies, the Federation and other national societies. During the Bolivian and Peruvian floods, as well as in the Peru earthquake operation, relations were strong, and coordination was well defined.

One of the difficulties faced during the year was that each time a disaster occurred requiring the presence of the regional disaster preparedness delegate, scheduled activities had to be postponed. Fortunately, the Federation's ability to respond was strengthened through Spanish Red Cross funding for a disaster preparedness trainee delegate. This contribution is significant given the lack of human resources in the delegation and the vast geography of the region.

Another programmatic priority is to work with individual branches so that they are better equipped to respond to disasters in a systematized and professional manner. In many cases, skills and knowledge in the national societies are concentrated at the national level while branches lack the capacity to respond to disasters. Although regional intervention teams need to be strengthened, it is crucial that training be focused on national and local intervention teams, an issue which will be stressed during the time period of this appeal.

Another area which requires more energy, both at the regional and national levels, is the formalization of inter-institutional relations and corresponding plans. In most countries, no national emergency plans exist or, at best, are weak. The Federation needs to strengthen relations with key international relief organizations, and national societies need to do the same within their own countries.

An additional area of concern centres on the Southern Cone countries. While extreme poverty and vulnerability exist in Argentina, Chile and Uruguay, none are considered developing countries and, as such, receive little international aid in time of disaster. Also, few international NGOs work in these countries, and funding bodies do not provide funds for programmes. It is critical that Federation members support the disaster preparedness and response programmes of these national societies.

The goals, objectives and, in some cases, the activities presented in this appeal do not represent a departure from the 2001 appeal. Rather, the changes suggested below represent modifications designed to build on the success to date and to improve the strategies and systems which enhance our ability to achieve the expected results.

Goal To strengthen regional, national society and community capacity to respond to disasters in the region.

Objectives and activities

Objective 1 To strengthen regional and national society capacity in disaster response.

A priority of the Federation strategy in the region is to strengthen the capacity of national societies and the Federation itself in effectively and efficiently responding to disasters that occur in the region. This will be achieved by developing well-defined regional, national and branch disaster preparedness and response plans. Appropriate systems and structures will be developed to ensure implementation. Essential and appropriate

training programmes will also be developed, and an efficient regional response network will be strengthened through the formation of regional intervention teams.

Activities to reach this objective are:

- Implement a permanent and systematic strategic and operational planning process at the regional and national society level. The result of this process will be disaster preparedness and disaster response strategic and operational plans for Pan-American, South American and nine individual national societies. In addition to on going follow-up, an annual evaluation and planning meeting will be held to ensure sound implementation of the process.
- Improve and facilitate the exchange of information between the national society disaster departments, the regional delegation and contributing national societies. As part of this process, all national societies will receive, in Spanish, all Federation policies and disaster preparedness and response standards.
- Based on training priorities identified in the regional and national society strategic plans, four regional technical training seminars will be held during the following two years. This process will be carried out in conjunction with PADRU and the non-regional national societies working in the region. A required component of this initiative will be to improve the quality of financial and administrative systems and controls, and reporting procedures of the national societies in relation to all disaster preparedness and response programmes and operations.
- Based on training priorities identified in the regional and national society strategic plans, specific training programmes for each national society will be developed and implemented each year with particular attention to branch capacity building. This includes providing training, technical support and educational material and ensuring all national societies receive the appropriate standards in all corresponding areas. Training will be provided by human resources from the various national societies and PADRU.
- Support the national societies in completing national and local risk mapping.
- Support the disaster relief department structure in the region's national societies by ensuring they have the minimum communication resources, emergency response resources and protective equipment to enable them to carry out their work effectively.
- Support the national societies in ensuring they have adequate and functioning radio communications systems.
- Maintain a database indicating the availability of human and material resources in the region in conjunction with PADRU and non-regional national societies.
- Identify specialized capacities among volunteers and technical personnel in the region, and select and train participants for regional and national intervention teams. During the course of the next two years, 50 volunteers will be trained at the regional level, and one trained national intervention team will be established in each national society.
- Support the production of national emergency plans in all national societies by the end of 2003 in conjunction with PADRU and the contributing national societies.
- 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 further develop community and municipal disaster preparedness and response capacity by extending and strengthening the ECHO-funded Andean Zone project.

Building on the work done in 2001 and through the development of a second year funding proposal for 2002, project activities will not only continue to focus on community capacity, but will include the active participation of authorities at the municipal level. Funding will be sought to extend this programme to Chile, Argentina, Paraguay and Uruguay.

Activities to reach this objective are:

- Support the production of municipal and community risk maps, raising the awareness within communities and municipal structures of major hazards, and support efforts to find ways of dealing with the most imminent risks, building on local strengths and capacities.
- Modify and publish guidelines and recommendations for municipalities and communities, in conjunction with community-based disaster preparedness programmes in the Americas.
- Encourage community leaders to join local Red Cross branches in order to support and disseminate the work of the Red Cross, and participate in local Red Cross planning.
- Provide training for Red Cross branch leaders, community volunteers and local authorities in community organization, community work and organizational development.

- Develop municipal and community disaster emergency plans in all regions of the project.
- Improve community participation with a specific focus on women.

Objective 3 To extend and strengthen the *Camalote* project.

The Plata river basin, which extends across Argentina, Bolivia, Paraguay and Uruguay, suffers from recurring flooding, which produces casualties and economic losses. Vulnerability in this region has risen during the past few years as a result of an increase in the 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 incorporation into the socio-economic development of their communities. The project was relaunched in 1999, progress was made toward fulfilling project objectives, and the project 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 2002, and will maintain 14 in 2003, 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. The average cost per project is USD 5,000 and are proposed by the communities themselves to improve their disaster preparedness capacities. A competition will be held to select projects to be funded by this programme each year.

During 2001, branch capacities in disaster preparedness have been improved by training 30 volunteers and members in community education for disaster preparedness and prevention.

Activities to reach this objective are:

- Support local disaster preparedness initiatives, including organization of local disaster preparedness committees, preparation of contingency plans, risk mapping, and establishment of early warning systems.
- Provide training for disaster preparedness promoters and 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 the provision of information about access to health services and vaccinations, the provision of community health kits, the establishment and training of teams of health monitors, and support to health and nutritional campaigns.
- 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 programming, through training in community promotion and organization, and non-formal education, leadership, and management of micro-projects.
- Provide support to local schools through the provision of psycho-pedagogical assistance, particularly in the aftermath of disasters, training for teachers in disaster preparedness and health promotion, and the 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 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, including identification of needs and risks.
- Encourage national societies to work in coordination with areas in microprojects regarding gender, young people and promotion of health.
- Strengthen the branches' disaster preparedness capacities by running training workshops for local and national officers and volunteers.

- Organize an annual evaluation and planning meeting for the national coordinators, together with the Amazonico programme, in order to share the experiences of the community development programmes.

Objective 4 To strengthen regional and national strategic partnerships.

Coordination with United Nations agencies, such as UNDP, OCHA, WHO and its partnership with 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 during 2002 and 2003 with the Weather Channel for early flooding

Activities to reach this objective are:

- Promote networking with organizations pursuing similar objectives in this area.
- Support the establishment of cooperation agreements with national and local authorities.
- Carry out joint campaigns with NGOs to achieve greater impact and to enhance training consistency.
- Seek to exchange knowledge and information with other institutions.
- Work on establishing long-term partnerships.
- Conduct an awareness campaign in conjunction with private sponsors.

Expected results

- A permanent and systematized strategic and operational planning process at the regional and national society levels will have been put in place.
- Disaster preparedness and disaster response strategic and operational plans for Pan-American, South American and nine individual national societies will have been developed and implemented; on going follow-up and evaluation will be conducted.
- An efficient information exchange mechanism among national society disaster departments, the regional delegation and contributing national societies will be operational and utilized.
- In conjunction with PADRU and non-regional national societies, four regional technical training seminars will have been held.
- National societies will have improved the quality of financial and administrative systems and controls, and reporting procedures in relation to all disaster preparedness and response programmes and operations will have improved.
- All national societies will have a complete set of Federation policies and standards in Spanish.
- Specific national society training programmes, along with necessary materials, will have been developed and implemented, utilizing human resources from the various national societies and PADRU.
- National societies will have completed national and local risk mapping.
- National societies will possess adequate communication resources, emergency response resources and protective equipment to enable them to carry out their work effectively.
- National societies will have adequate and functioning radio communications systems.
- An updated database indicating the availability of human and material resources in the region, in conjunction with PADRU and non-regional national societies, will be maintained.
- Fifty volunteers will have been trained at the regional level as part of regional intervention teams, and one trained national intervention team will have been established in each national society.
- National emergency plans will exist and be put into practice in all national societies. This will be done in conjunction with PADRU and other national societies.
- Red Cross roles within national emergency response operations will have been identified and agreements with public authorities signed and implemented.
- Programmatic funding will be acquired to continue work in Chile and to extend the activities of the Camalote project in Argentina, Paraguay and Uruguay.
- Funding will have been acquired to ensure current disaster preparedness delegate numbers are maintained.
- All regional national societies will implement the community education programme as outlined in the DIPECHO proposal, which is in more than 40 communities in five municipalities.
- Disaster emergency plans will have been developed in all municipalities and communities involved in the project.
- Risk maps will have been completed for all participating communities and municipalities.
- Branches will have improved their capacity and professionalism when working with communities.
- Communities will have improved their organizational capacity.
- Improved analytical and problem-solving skills will be evidenced.

- There will be an improved capacity for Red Cross volunteers and community members to plan, implement and evaluate ideas, plans and projects.
- Improved inter-institutional relations will have been built, including the capacity of community members to articulate needs and lobby officials to implement programmes designed to meet community-identified needs.
- Improved conflict resolution skills within the Red Cross branches and in community organizations will be evidenced.
- There will be increased participation by women in all areas.
- Increased numbers of volunteers will participate in Red Cross branches.
- Through the *Camalote* programme, a total of 14 communities in 2002 and 2003 will have improved their ability to prevent and mitigate the effects of disaster and meet 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 six districts in 2002 and eight in 2003, particularly in the area of water and sanitation.
- The required funding and a sufficient number of project proposals will have been obtained to hold a competition to select worthwhile micro-projects.
- Five disaster-prone communities will have improved disaster preparedness, and the respective branches and communities will be working together more closely.
- Agreements will have been negotiated and signed with regional, national and local organizations in order to formulate effective Red Cross disaster preparedness, prevention and response policies.
- Joint inter-institutional training programmes will have been developed and implemented at regional and national levels.
- At least three disaster preparedness campaigns will have been carried out in conjunction with private companies.

Indicators

In all cases tools will be developed and implemented to assess the quality of all activities. This is especially critical in the areas of organizational development and community organization.

The following indicators will be used to assess impact:

- The implementation of strategic and operational plans for Pan-American, regional and nine national societies.
- The number of national societies implementing national emergency plans.
- The functioning and efficient information exchange mechanism among the national society disaster departments, the regional delegation, and contributing national societies will be operational and utilized.
- The number of municipalities and communities involved in community-based disaster preparedness programmes.
- The number and quality of Red Cross and community volunteers trained in disaster preparedness.
- The number and detail of national, municipal and community risk maps and emergency disaster plans.
- The number of women actively involved in disaster preparedness programmes and the roles they occupy.
- The number of regional, national and local agreements signed and implemented with their respective authorities outlining Red Cross responsibilities in national emergency response operations.
- The number and quality of inter-institutional training programmes negotiated and carried out, including follow-up and evaluation.
- The number and quality of disaster preparedness and response campaigns carried out with private companies.
- The number of branches equipped with appropriate radio equipment and volunteers trained in their use based on accepted standards.
- Increased awareness among local authorities and community members of the work, values and principles of the Red Cross. This will be evaluated through national society reports, participants' lists, and the number of new volunteers recruited through the various programmes and activities carried out by the national societies.
- The effective implementation of the second phase of the Andean Zone project. Assessment will be carried out as part of the required reporting procedures.

- The level of capacity and professionalism of branches when working with communities as part of ongoing programming and during disaster operations. Federation and national society staff will assess this on an ongoing basis.
- The number and quality of regional technical training seminars. Based on the type of training delivered, specific indicators will be used to assess impact.
- The timely handing in, by national societies, of administrative, narrative, and financial reports relating to all Federation programmes and response operations.
- The adherence to and implementation of Federation policies and standards.
- The number and quality of specific national society training programmes, along with the production of required pedagogical material. Based on the type of training delivered, specific indicators will be used to assess impact.
- The number of exchanges of personnel between national societies for training purposes.
- An updated and utilized database indicating the availability of human and material resources in the region.
- The number of trained and active regional intervention volunteers.
- The number of trained and active national intervention teams.
- The acquisition of funding to extend programme activities in Argentina, Chile, Paraguay and Uruguay.
- Acquisition of funds to maintain current disaster preparedness delegate level.

Monitoring and evaluation arrangements

- Project progress will be monitored against defined indicators quarterly. This will necessitate the development of additional qualitative assessment tools.
- Regular progress meetings will be held between national societies, contributing national societies and the Federation at both national and regional levels.
- National societies will submit regular project progress reports to the regional delegation. The Federation will support national societies in developing evaluation and monitoring skills and systems. This may include evaluation workshops, the use of questionnaires, and focus groups. Whenever possible, participatory evaluation methods will be used.
- Projects will be evaluated according to the requirements of the different donors, such as ECHO.

Critical assumptions

- Programmes and activities are not delayed as a result of natural disasters. This may occur due to a need for national societies and/or regional delegates to respond to such events.
- Financial, human and material resources are available and received in a timely manner to ensure continuity in the implementation of programmes and activities.
- National society staff and volunteers are committed to actively participate in all programmes and activities.
- Volunteers receiving training are motivated and remain with the Red Cross.
- There is a commitment by the Red Cross and other organizations to form strategic partnerships at regional and local levels.
- Public authorities, at all levels, are interested in and committed to developing disaster preparedness capacity.

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2. Health and care in the community

Background and achievements to date

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 limited resources is unequal, concentrating more on the hospital and specialized sector, to the detriment of the primary level of care.

The Federation will therefore work with the national societies and their respective governments, advocating for the implementation of the plan of action of the 27th International Conference, which highlights the need for increased cooperation between governments and national societies in the area of health care and social services in order to improve the health status of vulnerable people.

Mother and child mortality rates are still very high in countries such as Bolivia, Peru, Ecuador and Paraguay. Maternal mortality is 300 per 100,000, and childhood mortality is more than 55 per 1,000. More than 70 percent of the deaths of children under five years of age are due to diseases that can be prevented and that are easy to treat if diagnosed on time, such as measles, chronic diarrhoeal disease, respiratory infections, malaria, and malnutrition.

The HIV epidemic in Latin America is a complex mosaic of transmission patterns in which HIV continues to spread through sexual relations and the use of intravenous drugs. Some 150,000 people were infected during 2000. By the end of 2001, it is estimated that 1.4 million children and adults in the region will be living with HIV/AIDS, as compared to the figure of 1.3 million in 1999. HIV/AIDS in the region is mainly concentrated in socially or economically marginalized populations. Although Latin America does not have the worst rates, the percentage of people with HIV/AIDS is increasing. Nevertheless, the region has the possibility of seizing the opportunity to stop the spread of HIV/AIDS. This requires a better focus on the specific prevention needs of the poor and marginalized population.

Even in countries with a high level of human development such as Argentina, only 30 percent of the rural population has access to potable water, and environmental sanitation reaches only 48 percent of the population. Diseases such as dengue, malaria and malnutrition among children remain endemic. Outbreaks of yellow fever, leptospirosis, Hanta virus, cholera, malaria and other diseases are frequently encountered after floods and other natural disasters, which occur regularly in the region. This 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 these challenges and, motivated by the Strategic Work Plan for the 90s and Strategy 2010, have been carrying out health programmes and projects directed toward the most vulnerable communities in their countries. The national societies of Bolivia, Colombia, Ecuador, Peru and Venezuela have been working since 1998 in the *Amazonico* programme, reaching vulnerable communities with microprojects in the area of health. Significant results have been achieved particularly with regard to participatory planning and project management, and strategic local alliances have been established. In the years to come, the programme will need to be strengthened technically with more a qualitative impact with regard to the health conditions of the communities.

One significant achievement is that all national societies in the region now have a national health department, and national health plans or strategies have been developed in most societies. With the support of the Federation, a regional health network was set up. During 2000, taking its guidance from the Federation's new health vision and Strategy 2010, the network elaborated a regional health strategy, identifying priority areas for intervention and proposing that the regional delegation undertake certain regional projects to be implemented during the following years. This appeal is made up of such projects.

In addition to offering health care services, the national societies of the region have been developing projects for the prevention of HIV/AIDS and sexually transmitted diseases, to provide basic water and sanitation services, and to prevent contagious diseases. They have also been providing first-aid courses in schools, companies, and communities, as well as training vulnerable communities in basic health and hygiene. Regional projects such as the *Amazonico*, *Camalote*, and *Andino* have promoted the strengthening of communities through participatory planning that allows the people who live in these communities to be real actors in their development and reduce their own vulnerability.

Another area which requires the attention of the national societies, with the support of the health network and the regional delegation, is the strengthening of their image through alliances and cooperation agreements with the health authorities and agencies of the United Nations in each country. Contacts have been established with each of the local offices of PAHO, agreements have been signed with NGOs for the implementation of activities in HIV/AIDS, immunization, maternal and child health, meetings have been held, and participation in health committees has taken place, promoted by the corresponding ministries.

The regional delegation intends to support and promote systems and methodologies to help strengthen communication exchanges and ensure the participation of all national societies in the drawing up of strategies, programmes and projects.

For more than half 2001, the regional delegation did not have a regional health delegate. For this reason, and also because of a lack of funding, the programmes and projects were not implemented according to plan. Therefore, Appeal 2002-2003 presents similar objectives and activities which were not carried out.

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 the national society health departments, the health network, and implementing regional health projects.

Objectives and activities

Objective 1 To promote birth control, family planning and the implementation of childhood care in the vulnerable communities of the region in order to reduce mother and child mortality rates.

The Integrated Management of Childhood Illnesses (IMCI) is a strategy promoted by WHO/PAHO and UNICEF. An agreement with PAHO has been reached in five countries in the region to implement this strategy over the next five years. This process is being led by the American Red Cross, will be implemented by the national societies, and is supported by the Federation. The Federation appeal will seek funding to implement the strategy in the remaining four countries in the region.

Activities to reach this objective are:

- Promote agreements for collaboration and technical support with the health authorities, PAHO and UNICEF in each country.
- Support workshops to motivate and train volunteers in four national societies at headquarters and at selected branches.
- Identify and train community members in health promotion.
- Produce and distribute training materials to all national societies and branches implementing the project.
- Support national societies in information campaigns and community workshops.
- Provide support for Red Cross community-level activities, including support to pregnant women at pre-natal consultations, family planning advice, childhood illnesses, and health education.
- Mediate with the health authorities to guarantee health services complementary to the promotion activities carried out in the community.

Objective 2 To favour the adoption of secure attitudes and behaviours that lead to a healthy lifestyle and decrease HIV transmission rates among young people in South America. To provide support to the national societies carrying out programmes to assist people living with HIV/AIDS.

The prevention component of this programme is part of the regional *Plan Sur Joven*, designed and implemented by young people for young people. It is also part of the regional health plan. It focuses on HIV/AIDS prevention through “peer education” which includes sexual education and prevention of sexually transmitted diseases. The programme started in the region in 1999. In 2001, an analysis of the progress of the

programme in national societies was carried out. In 2001, close cooperation with the Global Network of People Living with HIV/AIDS (GNP+) was initiated. In 2002, the programme will be extended to include the care of people living with HIV/AIDS with a focus on a limited number of national societies.

Activities to reach this objective are:

- Take part in events organized to mark World AIDS Day on 1 December.
- Continue the training of Red Cross youth volunteers, who will serve as prevention and information agents, in the 15 branches of the three national societies involved in the programme.
- Support the training activities of three national societies in 2002 and nine in 2003.
- Support the organization of talks and meetings for young people in schools, universities and youth centres.
- Promote the proper use and disposal of condoms among participants in community-based youth activities. Support provision of free condoms to these same participants.
- Incorporate elements of advocacy and the eradication of stigma in the programme.
- Promote Red Cross participation in the national AIDS control coordination body in each country.
- Establish alliances with other organizations for counselling.
- Support the formulation of HIV/AIDS country plans including care of people living with HIV/AIDS in two national societies in 2002 and two national societies in 2003 in close cooperation with the Global Network of People Living with AIDS.
- Monitor the implementation of the HIV/AIDS country plans.

Objective 3 To contribute to a decrease in mortality caused by water-borne and vector-borne diseases promoting access to potable water, enhancing draining and basic sanitation systems in the vulnerable communities of the region, prioritizing those communities involved in the Camalote and Amazónico programmes. Technical support of the project will be provided by the regional water and sanitation delegate based in the Pan American Disaster Response Unit.

Activities to reach this objective are:

- 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 five national societies in 2002 and four in 2003 at headquarters and selected branches.
- Print and distribute promotional and educational materials to all national societies and their branches on 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, for instance during home visits, at the community level.
- Promote the use of anti-malaria kits in endemic areas
- Develop partnerships with the authorities and other organizations 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 conditions in 24 communities of the 20 participating Red Cross branches in the Amazon Basin. The programme will reach approximately 30,000 beneficiaries between 2001 and 2003.

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, it has reached 17 communities to date, and each participating community identifies its own needs. Further information on the *Amazonico* programme is available upon request.

Activities to reach this objective are:

- Support the implementation of six microprojects in 2002 and another six microprojects in 2003 identified through participatory planning workshops at the community level. This activity includes health and water-and-sanitation monitoring visits.
- Initiate the programme in another two branches in 2002 and one more in 2003.
- Support the implementation of activities relating to 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 2002 and two more in 2003.
- 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 the Amazon area.
- Organize an annual evaluation and planning meeting for the national coordinators together with the *Camalote* disaster preparedness programme in order to share experiences between community development programmes.
- Support the development of Red Cross branches involved in the programme in the areas of project management, participatory planning, resource development, volunteer management, gender and humanitarian values.

Objective 5 To develop and implement a regional project for health in emergencies, such as epidemics and disasters, in cooperation with the Pan American Disaster Response Unit.

Activities to reach this objective are:

- Establish priorities for the activities in health in emergency situations together with the national societies.
- Define the respective roles of the Federation and national societies before, during and after a disaster or epidemic strikes.
- Strengthen the communications system between the national societies and the regional delegation in declaring and monitoring an epidemic.

Objective 6 To enhance the sharing of experiences and mutual support among national societies in order to establish intervention priorities and joint action through the strengthening of the national societies' health departments and the regional health network.

Activities to reach this objective are:

- Facilitate regular, on-line "virtual meetings" for health network members.
- Support the formulation and updating of national health plans and programmes.
- Provide support in monitoring and evaluation of the national societies' and the network's plans, programmes and projects.
- Provide tools for programme and project management.
- Facilitate two meetings per year of the network.
- Participate, together with two representatives of the network, in the health emergencies in large populations (HELP) course in 2002.
- Strengthen the health area through different training workshops for governance.

Objective 7 To increase voluntary, altruistic and unpaid blood donation in the region through the inter-American network of Red Cross blood programmes.

Activities to reach this objective are:

- Distribute the manual promoting blood donation.
- Support training for promoters of voluntary blood donation.
- Launch a regional blood donation campaign.

Objective 8 To promote the integration of first aid in community activities as a transversal action in different health projects, in the regional community development programmes, and in the community work of the national societies.

Activities to reach this objective are:

- Distribute the manual on first aid in the community to the national societies.
- Provide technical support to strengthen the first aid programmes of the national societies.
- Monitor the implementation of the first aid programmes of the national societies.
- Promote financial resource development of the national societies through first aid services.

Expected results

- At least three branches in each national society will have participated in the birth control promotion, family planning, and IMCI project, each one working in three communities.
- In each selected branch during the first year, at least 25 percent of the volunteers will have been trained, and by the year 2003, 50 percent of the volunteers will have been trained in birth control promotion, family planning, and IMCI.
- Birth control will have increased by 30 percent; 25 percent of the families will have adopted a family planning method, and 75 percent of children under age five will have been examined by volunteers working on the project.
- The HIV/AIDS programme will have been reformulated and adapted to the present situation in the year 2002.
- At least three national societies will have a national strategy within the programme framework and will be working in at least three branches where the number of trained youth volunteers who disseminate their knowledge will have increased by 20 percent.
- The demand for condoms will have increased among young people.
- By 2003, the programme will have been extended to the remainder of the national societies within the region and in both years the Red Cross will have been active in national fora in the fight against AIDS.
- Elements of advocacy and stigma eradication will have been incorporated into the HIV/AIDS programme.
- In 2002, in two national society country plans relating to HIV/AIDS will have been formulated and implemented, including care of people living with HIV/AIDS; a further two national societies will have formulated and implemented such plans in 2003.
- The treatment to improve the quality of water as well as drains and cleaning will have improved by at least 50 percent in the homes visited three months after the activities have begun.
- The incidence and prevalence of chronic diarrhoeal disease, cholera, dengue, and malaria will have decreased in relation to the first year of intervention.
- By 2003, 12 community development microprojects will have been implemented. In total the programme will have reached 24 communities in 20 Red Cross branches.
- All local development plans will have been revised and monitored by the regional health delegate and the PADRU water and sanitation delegate.
- The programme will have been reinforced technically through health and water and sanitation monitoring visits.
- 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 implemented agricultural 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.
- 20 Red Cross branches in each country will have been trained in participatory planning, and project development and the capacity of the branches will have been reinforced.
- 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 intervention areas and the channeling of available resources.
- At least half of the network members will have held annual virtual on-line meetings during 2002 and 2003.
- The network will have met twice a year.
- The network will have been represented at the HELP 2002 course.
- The regional health delegate and/or the network coordinator will have carried out monitoring and evaluation visits to health projects in at least 50 percent of the national societies.
- By 2003, all national societies will have formulated or updated national health plans and programmes.
- The manual on voluntary blood donation will have been distributed to all national societies.
- At least five promoters will have been trained in each country by 2002 and five more in the following year.
- 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.
- The manual on first aid in the community will have been distributed to all national societies.
- Knowledge on first aid within the national societies will have been increased.

- The first aid programmes of the national societies will have been strengthened both in terms of saving lives and generating income for the national societies.

Indicators

- The number of motivation and training workshops carried out at the central headquarters and branches of the national societies.
- The number of Red Cross volunteers trained within the different projects.
- The number of collaboration agreements signed between the Red Cross and the health authorities and other agencies for the implementation of projects.
- The number of information sessions on HIV/AIDS carried out by the national societies.
- The number of persons living with HIV/AIDS having received assistance from the national societies.
- The number of campaigns, community workshops and home visits carried out by Red Cross volunteers during the implementation of the projects in different communities.
- The number of microprojects implemented.
- The quantity of material printed, reproduced and distributed to the national societies and their branches.
- The number and percentage of pregnant women attending pre-natal check-ups.
- The number and percentage of families who have started a method of family planning.
- The number of families trained in family IMCI.
- The number of agricultural and production micro-projects formulated and executed.
- The number of national societies and branches familiar with the regional programme for health in emergencies.
- The number of national society health projects, reports and documents shared among members of the health network.
- The number and level of participation of health network members in “virtual meetings.”
- The number of national health meetings held, and the number of national health networks and strategies established.
- The number and percentage of voluntary blood donors in the Red Cross banks or in the country’s identified reference banks.
- The number of volunteers trained as promoters of blood donation.
- Progress reports on the strengthening of the first aid programmes of the national societies.
- Income generated by the first aid services.

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, such as the ministries of health or 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 allow for changes and modifications that are considered necessary.
- Quarterly financial and activity reports will be requested.
- There will be an annual evaluation and a further evaluation at the close of the two years of the project cycle. The results and impact will be measured by the Red Cross, 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.

Critical assumptions

- South American national societies, contributing national societies, WHO and PAHO, and the 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 which strike the region periodically may cause a delay in activities in some countries.

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3. Fundamental Principles and humanitarian values

Background and achievements/lessons to date

The challenge for the Movement, as defined by Strategy 2010, is to seek to influence behaviour in the community and contribute to the building of a more united civil society. Furthermore, the Federation aims to build on the plan of action approved by the 27th International Conference which emphasises the need for national societies and governments to work together, taking initiatives to promote tolerance, non-violence in the community and respect for cultural diversity.

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 at 13 per 100,000 inhabitants, and the overall crime risk rates in South America reaching an average of 40 percent.

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

This programme received very little funding in late 2001. With these funds, the Peruvian Red Cross began to implement activities. However, with limited resources received late in the year, it is not possible to share achievements and lessons learned. For this reason, the programme proposal is presented with little changes compared to last year's appeal.

During 2002 and 2003, the regional delegation will continue giving support to these projects in close cooperation with the ICRC.

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

Objective and activities

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

Activities to reach this objective are:

- 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 national project contests.
- Extend and strengthen the school centres programme, in line with PACO, in four national societies in 2002 and five national societies in 2003.
- Support gender equality awareness campaigns and respect for diversity in all national societies, through the activities of Red Cross youth in schools and neighbourhood centres.

Expected results

- All national societies will have strengthened their school centres programmes and will be working in at least five schools each.
- Each national society will have carried out two community projects with the members of the centres, each benefiting at least 20 people.
- Each national society will have carried out projects with the technical support of the regional delegation.

Indicators

- The number of schools where national societies are active in organizing activities.
- The number of community projects implemented by school centres involving children and young people.

Monitoring and evaluation arrangements

- Monitoring of the project will be conducted by the regional delegation every six months.
- The community projects will be analyzed on the basis of their viability, impact and efficiency.
- 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.

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 awareness of social participation.

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4. Organizational development

Background and achievements/lessons to date

In recent years, the regional delegation has focused its organizational development activities within the areas of governance and management training, resource development, communications and information. The strengthening of the youth departments has been the driving force of national society modernization. A further area of work has involved supporting the formulation and/or updating of national development plans. Six national societies have national development plans, and three of them have been updated according to Strategy 2010. Governance workshops were organized with the central committees and branches of the national societies of Bolivia, Ecuador and Uruguay during 2001. Four national societies have updated their Statutes recently, and four national societies have started or will undertake a review of the statutes in 2001. During 2000 and 2001, a volunteer network was set up with the aim to share experience and define common activities to strengthen volunteer management.

In the area of gender, the regional delegation has achieved significant results during the period 1998-2001. In most national societies, gender focal points or teams are working on gender mainstreaming. Gender awareness and training materials have been developed and are being used in the national societies. In 2001, the regional delegation was selected to form part of a pilot approach to global leadership training and carried out the first module of three. The leaders of the region will participate in the two remaining modules during 2002. Within the area of planning, the country assistance strategy (CAS) processes are included in this programme. These activities are closely linked to the coordination and management section of this appeal.

During the period covered by this appeal, the regional delegation will be working with all ten South American national societies, improving their statutory framework and organizational structures, which will allow them to become more modern, more democratic and more efficient. The challenges facing the Movement in South America include reaching out to vulnerable communities, increasing volunteer participation, promoting the development of Red Cross youth sections, delivering a clear message to society, and promoting media relations and strategic alliances. A new explicit element of this programme is advocacy, as this is an area with great potential to be developed.

As the development of the national societies in the region remains unequal, this programme has a dual approach based on regional activities from which all national societies can benefit in conjunction with national activities adapted to the strategic directions and specific situation of priority national societies.

A lack of social commitment to humanitarian organizations and the critical economic situation of the subcontinent are factors which seriously undermine the development and sustainability of the national societies.

Specific support will be provided to the Brazilian Red Cross, in coordination with national societies from the region and with representatives of national societies partners, in order to resolve the institutional difficulties currently being experienced by this national society.

This programme is based upon the third strategic direction of Strategy 2010: well-functioning national societies. It should be emphasized that this is closely linked to the national societies' service and programme delivery. It aims at supporting change processes within national societies in relation to programmatic priorities. Within this appeal there are clear links. For example, the cross-border community development programmes in the areas of disaster preparedness and health, and *Amazonico*, *Camalote* and *Zona Andina* through which branches are being strengthened. In 2001, closer cooperation was initiated between regional programmes in order to share experiences. This will be further developed during 2002 and 2003, maximizing capacity building and organizational development efforts and opportunities.

The regional delegation cooperates with the ICRC, particularly in the areas of statutory revision, governance and management training as well as communications. The initial country assistance strategy processes, the updating of national development plans according to Strategy 2010, and continuous activities in the area of

governance and management have proven to be a strength that will pave the way for national society strategies to change in the region.

This programme proposal is based on long-term organizational development needs. Although some activities are a continuation of those which took place during the previous year, the strategy has somewhat changed, focusing on fewer countries in an attempt to ensure better quality of impact.

Goal To strengthen the organizational capacity of the national societies, providing them with the working tools they need to achieve self-sustainability and to operate efficiently.

Objectives and activities

Objective 1 To provide training in the identification, planning, management and evaluation of plans, programmes and projects in at least two national societies in 2002 and one in 2003. In 2003, training will be organized for four national societies.

Activities to reach this objective are:

- Support the evaluation, updating and implementation of national development plans formulated according to the requirements of the changing social situation and Strategy 2010, updating two national development plans in 2002 and one in 2003. The formulation of a national development plan for the Brazilian Red Cross is considered to be a matter of urgency and will be addressed according to developments within the national society.
- Support the elaboration of country assistance strategies in two national societies in 2002 and one in 2003. Reference to this is also made in the section on coordination and management of this appeal.
- Hold one regional training seminar for four national societies in 2002 and at least one training activity in three national societies, two in 2002 and one in 2003, for the identification, formulation, management and evaluation of programmes and projects.

Objective 2 To strengthen financial resource development in at least five national societies in the region, improving the financial capacity of at least three in 2002 and the rest in 2003.

Activities to reach this objective are:

- Support the implementation of resource development programmes in Argentina, Bolivia, Chile in 2002 and in Ecuador and Peru in 2003. Analyze the viability of implementing new proposals in the rest of the region.
- Organize two regional seminars for an exchange of experiences and resource development training, one in 2002 and one in 2003.
- Support national societies in establishing strategic partnerships with companies and institutions both nationally and regionally in 2002 and 2003.

Objective 3 To provide leadership and governance training for members of the governing and management bodies of at least three national societies in 2002 and two in 2003.

Activities to reach this objective are:

- Edit or adapt the Secretariat governance and leadership training material on Red Cross action, management, principles and values for governing bodies and management in 2002.
- Organize at least one governance and leadership training workshop in three national societies in 2002 and in two in 2003.
- Organize the global leadership pilot training course in 2002 and another in 2003.

Objective 4 To support the region's national societies in strengthening their internal and external communications and to promote a more active involvement of the national societies in advocacy according to Strategy 2010.

Activities to reach this objective are:

- Continue the distance education programme by extending it to Bolivian and Ecuadorian Red Cross branches in 2002. Extend the programme to yet another country to be defined in 2003.
- Strengthen the national societies' communication departments and support the development of communication plans.
- Support the Inter American Communications and Resource Development Forum and its follow up in 2002 and 2003.
- Promote the use of the Federation communicators guide in national societies during 2002 and 2003.
- Publish the magazine *Noticias de America Latina* three times in 2002 and three times in 2003, and distribute it to all Latin American national societies.
- Distribute international publications such as the World Disasters Report in 2002 and 2003.
- Apply an advocacy introduction and discussion session in all the meetings and workshops carried out by the regional delegation in 2002.
- Support advocacy initiatives, both methodology and advocacy actions, of national societies in order to obtain positive examples in the region in 2002 and 2003.

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

Activities to reach this objective are:

- Promote the regional youth network by supporting the organization of a regional network meeting, in other words a youth assembly, and the chat sessions every second month in 2002 and 2003.
- Support the formulation and updating of the youth work plans of two of the region's national societies in 2002 and provide technical support for the implementation of the plans. The remaining national societies already have plans.
- Organize a regional training workshop in the area of youth leadership in 2002. This activity is based upon the on the regional youth plan called *Plan Sur Joven*.
- Promote the implementation of programmes aimed at young people, particularly the HIV/AIDS prevention campaign in coordination with health projects based on the regional *Plan Sur Joven*. See the health programme for further details.

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

Activities to reach this objective are:

- Continue to apply a gender awareness module in the meetings and workshops organized by the regional delegation, and encourage the same in each national society as there are tools available for this purpose, such as the gender manual and gender awareness module.
- 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 the local level.
- Distribute the case study on gender-sensitive vulnerability and capacity assessments carried out in the region in 2001, and support the implementation of the recommendations of the study.
- Continue to provide technical support to national society gender focal points or teams where appropriate.
- Share information relating to gender through periodic bulletins or articles in the *Noticias de America Latina* magazine with the gender focal points and the personnel of the national societies in the region.

Objective 7 To support national societies in strengthening their volunteer base.

Activities to reach this objective are:

- Improve volunteer management, including recruitment, management, motivation and training, through an annual regional workshop in 2002 and 2003 and through national trainings in two national societies in 2002 and in one national society in 2003.
- Strengthen the volunteer network during 2002 and 2003, facilitating exchange of experience and information sharing for the modernization of volunteer management.
- Unify training aspects in the national societies of the region and promote new models for community volunteering in 2002 and 2003.

- Promote the incorporation of volunteer coordinators favouring training in management and development of volunteer teams. Draw up and edit a manual of management of volunteer teams in 2002.

Expected Results

- By 2003, all national societies will have drawn up and updated their national development plans according to Strategy 2010, the specific needs of each country, and the capacity of each national society.
- At least one regional training activity for the identification, formulation, management and evaluation of programmes and projects will have been held for a minimum of 30 persons from four national societies. At least three national societies will have organized a national workshop on the identification, formulation, management and evaluation of programmes and projects.
- Three national societies will have presented resource development programmes with a results analysis which will have received technical and financial support, one in 2002 and the other two in 2003.
- In 2002 a regional management and resource development workshop will have been carried out and a further one will have taken place in 2003. All national societies of the region will have established strategic alliances. Information exchange to improve these will have taken place.
- At least three national societies will have received governance and leadership training material and will have distributed this among their branches by 2002.
- At least one governance and leadership training workshop will have been organized in one national society in 2002 and in two in 2003.
- By the end of this period the representatives of at least half of the branches of the region will have been trained.
- The global leadership pilot training course will have been carried out in 2002, and a new training cycle will have been implemented in 2003.
- By 2003, the Bolivian, Chilean, and Ecuadorian national societies plus one other will have adequately trained communications personnel in all their branches.
- A regional communications network will have been set up, formed by national society communication leaders, the regional delegation communication team, and ICRC advisors assisting the region's national societies. This team will be closely linked to the Inter American Conference and Resource Development Forum.
- Three issues of the magazine *Noticias de America Latina* will have been published. The Federation communicators guide will have been distributed to national societies and will be in use.
- The World Disasters Report will have been distributed throughout the region.
- By 2003, an advocacy introduction and discussion session will have been held in the meetings and workshops carried out by the regional delegation. Support to advocacy initiatives of national societies will have been given and positive examples in the region will have been shared.
- By 2002, all national societies will have updated youth work plans.
- One youth network meeting will have been held each year.
- Chat meetings will have been held every two months.
- One youth leadership training workshop will have been organized resulting in a regional training team consisting of 10 permanent trainers.
- National societies will have been implementing projects according to the regional *Plan Sur Joven*.
- A gender perspective will have been systematically incorporated into the regional delegation's programmes, and an increased awareness of gender issues among national society staff and volunteers will be evidenced.
- A regional workshop will have been organized in 2002 and 2003 in which all national society staff responsible for volunteering will have participated.
- Two national workshops will have been organized in 2002 and one in 2003.
- The volunteer network will have been strengthened with the participation of all the national societies of the region. Each national society will have shared information on volunteering with its branches.
- The national societies will have determined basic contents and methodologies for the training of volunteers and training cycles in both institutional and specialized areas. The training of coordinators for volunteer teams will have been promoted in two national societies in 2002 and two in 2003. These national societies will have received the manual for management of volunteer teams which will be in use.

Indicators

- The number of training workshops, lists of participants, an increase in the quality and the amount of projects in the headquarters and branches.
- The long term fund raising plans presented by the national societies and the resources obtained by the end of the implementation period.
- A document presenting the conclusions of the regional meeting and their application in the national societies.
- Governance training in three national societies in 2002 and two more in 2003. The assistance of representatives of the regional delegation, the corresponding activity reports and the agreements among governance bodies, headquarters and the regional delegation.
- The number of participants of national societies in the global leadership pilot training course in 2002 and 2003. Lists of participants and commitments.
- The publication three times each year of the magazine *Noticias de America Latina*.
- A team of representatives from three of the region's national societies qualified to provide assistance and support in the area of communications.
- Incorporation of advocacy elements in regional programmes such as *Camalote*, *Amazonico*, and *Peace, Action and Coexistence (PACO)*. More active involvement of national societies in advocacy is reflected in programmes and activities.
- A regional youth network meeting, the attendance for which will be confirmed by the participants' list and submitted reports, a log recording the number of participants and the quality of the exchanges in the chat sessions, and the number of youth work plans updated according to the regional *Plan Sur Joven*. Youth work plans should be included in the national development plan of each national society and submitted to the regional delegation.
- A regional youth leadership team of trainers exists and is carrying out national training. The number of projects is implemented by national societies according to *Plan Sur Joven*.
- Incorporation of gender analysis into regional programmes such as *Camalote*, *Amazonico*, *Zona Andino* and *PACO*. The number of national societies using the gender training manual. The number of national societies using sex disaggregated data on volunteers and beneficiaries.
- The national societies that apply the signed commitments. The coordinators of volunteer teams trained in each national society who implement and share their knowledge. The edition of a volunteer guide and a distribution list for the national societies. Planned activities and communications in the region. Daily records of the volunteer network.

Monitoring and evaluation arrangements

Project progress will be monitored against defined indicators quarterly. The programme will be formally evaluated internally at least once a year. External or internal evaluations may be carried out on parts of this programme where relevant. An internal audit may be performed by the internal audit unit.

Critical assumptions

- Financial support is available for implementation of the programme.
- Commitment is made by national society governance and management to participate in training activities.
- Commitment to change within national societies exists.
- There is a willingness of national societies to involve young people in decision making.

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5. Regional cooperation

Background and achievements/lessons to date

The vast territory covered by South America and the long distances that separate the countries could have created a potential obstacle to 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 the Inter American Regional Committee (CORI) and the biannual meetings of presidents and technical seminars.

The Buenos Aires regional delegation has been giving support and working actively 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, the Buenos Aires regional delegation was fully involved in providing support to the last Inter American Conference held in Santo Domingo in 1999. The main conclusion of this conference is embodied in the Santo Domingo Declaration, which presents the basis for a plan of action for the Americas. The Chilean Red Cross will host the next regional conference scheduled for 2003, and the regional delegation has started to support the national society in the coordination and monitoring of the implementation of the Santo Domingo Declaration and the preparations for this conference.

The regional cooperation programme is based on the third strategic direction of Strategy 2010, which is “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 through 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 and needs to be encouraged and given technical support in the coming two years. In 2000, the volunteer network was established, and in 2001 it was further developed to include activities such as a regional workshop and the publication of a bulletin.

Youth networks have been very active in this part of the Americas in the last few years and are to be further developed and consolidated. The youth has agreed upon a regional youth plan for 2001 through 2003, the *Plan Sur Joven* which is based on *Strategy 2010*. Another important network is that related to the Inter American Communication and Resource Development Forum which presented concrete results between 2000 and 2001 in areas such as internal communications and the internet. For more information on volunteering, youth and communication please see the organizational development section.

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. Differing levels of development among national societies means that there is great potential for productive support among national societies in the region, an approach which maximizes development opportunities within a context of limited resources.

In recent years, the regional delegation has also pioneered several cross-border community development programmes. The most significant are the *Amazonico* project and *Camalote* in the 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 among local branches, local governments and communities, these projects are also enhancing cooperation among neighbouring national societies. At the same time, they are encouraging the participation of other, non-regional national societies, with bilateral projects coordinated under the Federation umbrella, and participating in sharing experiences and methodologies.

The regional delegate recruitment programme is the second key component of the regional cooperation programme. A regional pre-basic training course (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 the Canadian Red Cross, as well as in the BTC for the Americas organized in Mexico in September 2000. A BTC in the region was planned for 2001, but was postponed to 2002 due to a lack of resources.

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 among national societies has been sustained on a regular basis. Delegates from South American national societies have participated in regional intervention teams (RIT) and also took part in the earthquake operations in El Salvador and Peru. In 2001, two delegates from the sub-region were deployed for missions outside the Americas.

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

Objectives and activities

Objective 1 To support the reinforcement of regional exchange, cooperation and networking. For support to the networks see the respective sections of this appeal.

Activities to reach this objective are:

- Provide technical support to and attend the CORI meetings.
- Support the organization of the South American presidents and technical seminars meeting in collaboration with the Uruguayan Red Cross in 2002.
- Support the Chilean Red Cross in the monitoring of the implementation of the Santo Domingo Declaration in 2002 and 2003.
- Support the Chilean Red Cross in the preparation and organization of the Inter American Conference to take place in Chile in 2003, including technical support to the two meetings of the commission in charge of preparations of the conference in 2002 and 2003.
- Identify focal points within the national societies in the region in order to develop and support programmes, capacity building, networking and partnerships according to Strategy 2010.
- Support national society cooperation in cross-border community projects.

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

Activities to reach this objective are:

- Organize a basic training course (BTC) in the region in 2002.
- 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.
- Participate in the Secretariat's human resources contact group.

Expected results

- National societies will have increased their exchange of resources and knowledge.
- National societies from the region and non-regional national societies are cooperating actively in several community projects.
- There will have been an increase in cooperation meetings organized in the region, and the regional delegation will have been actively involved in these.
- The regional delegate recruitment programme will be well-functioning and will be deploying delegates from South America both inside and outside the region.

Indicators

- The number of national societies active in regional networks and in cross-border community projects.
- Concrete results of the networks are evidenced.
- The number of national societies participating in the monitoring of the implementation of the Santo Domingo Declaration.

- The number of South American delegates recruited, trained, deployed and success rates as demonstrated by their extensions, renewals, and return to national societies.

Monitoring and evaluation arrangements

- All the projects and activities will be monitored against defined indicators on a quarterly basis.
- Mission reports and quarterly reports.
- All the projects will be evaluated at least once a year

Critical assumptions

- National societies continue to support the regional networks.
- Sufficient funding is available on a timely basis for the programme.
- Funding is available to recruit delegates from the region.
- National societies and the ICRC continue their support to the programme and take an active part in the design and implementation of project activities.
- The political and socio-economic situation across the region remains relatively stable.

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6. Regional coordination and management

Background and achievements/lessons to date

The Buenos Aires regional delegation currently supports all 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 began supporting Colombia, Ecuador and Venezuela, previously covered by the regional delegation in Guatemala. During 2001, the country delegation in Venezuela, which had been supporting the operation following the floods in 2000, was closed. At a country level, the Federation has offices in Bolivia, Colombia, Ecuador and Peru, all of which report directly to the regional delegation.

In recent years the regional delegation has not been in a position to provide support to the Brazilian Red Cross due to the institutional difficulties currently being experienced by the national society. In lieu, specific activities have been carried out by the Asunción Commission consisting of a national society representative from the region, a non-regional national society representative, and a Secretariat representative. As the situation within the Brazilian Red Cross is evolving, it is expected that the regional delegation will reactivate provision of support to the development of this national society.

This programme describes the basic management infrastructure and coordination needed to manage the programmes presented in Appeal 2002-2003. The programme consists of a combination of internal delegation management activities, regional programme management involving national societies, and coordination and partnerships within and outside the Movement, including the country assistance strategy (CAS) processes. The harmonization process with the ICRC is an important aspect of this programme through which further concrete cooperation initiatives in the area of organizational development and capacity building are planned for 2002 and 2003.

The starting point for all programmes presented in Appeal 2002-2003 is Strategy 2010, and the recommendations of the previous Inter American Conference through the 1999 Santo Domingo Declaration and the recommendations of the 2000 Asunción meeting of the ten national societies. The regional delegation provides support to the national societies to implement these key Federation documents. A regional assistance strategy (RAS) has been designed for this sub-region, which identifies the following main objectives for Federation assistance: (a) organizational 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. Six national societies already have national development plans. Three national societies have updated these in line with Strategy 2010. Human resources from the region have been trained, particularly in project management, disaster preparedness, information and youth. Nevertheless, important work has to be done to improve the management and continue the modernization of national societies.

An important aspect of the value added by the regional delegation is within the area of cooperation and coordination, bearing in mind that 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 non-regional national societies are managing bilateral projects which share the same methodology and are coordinated by the regional delegation. The regional delegation is currently searching for new ways of providing services to the non-regional national societies with bilateral projects in the region such as needs analysis, identification of projects in need of funding, management and coordination activities, evaluation and reporting that aims at finding a common strategy for each national society. In the area of coordination, the development and implementation of CASs are an important tool.

Another important aspect of the value added is the regional delegation's coordination of the cross-border community development programmes that are being implemented in the region, such as *Camalote*, *Amazonico*,

and *Zona Andino*. These programmes are strengthening Red Cross work at the community-level, working in partnership with local authorities, and at the same time reinforcing local branches. During recent years, the emphasis has been on changes in the national societies toward working with vulnerable communities and adoption of participatory methodology. During 2001, efforts were made to ensure increased coordination among regional programmes with the aim of maximizing capacity building and organizational development actions and opportunities through these programmes. In order to carry this initiative forward, in 2002 one of the two organizational development delegates positions will become a regional programme coordinator that maintains a clear organizational development profile. This will lead to a more consolidated response toward national societies' development efforts and more harmonized sectoral programme approaches.

The regional delegation has a core group of three delegates in Buenos Aires: a head of regional delegation, a regional organizational development delegate and a regional programme coordinator. Following a general trend in the Americas to reinforce the concept of a regional team, several regional delegates are posted in other countries to be closer to the national societies. Three regional delegates - a health delegate, a disaster preparedness delegate, and a trainee in disaster preparedness - are based in Bolivia. Additionally, the Federation maintains a liaison delegate in Colombia. The coordinator of the *Zona Andino* disaster preparedness programme is based in Ecuador. The Federation also has an operational office in Peru following the earthquake in June 2001; staff will continue to coordinate and support rehabilitation projects and organizational development from there. The regional delegation has local staff in charge of finance and administration, youth, and information. There are a total of six local staff. A consultation process with the national societies in the region on the location of the regional team in South America will be carried out in 2002.

The regional finance unit in Guatemala provides services to the regional delegation in financial management. The regional delegation also receives support from the Pan-American reporting delegate based in Guatemala. In the area of disaster preparedness and disaster response there is close cooperation with the Pan-American Disaster Response Unit (PADRU) based in Panama.

Goal To ensure efficient coordination, management and technical support of the regional delegation in order to carry out programme implementation and capacity building of the national societies, enhancing partnerships and optimizing regional resources.

Objectives and activities

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

Activities to reach this objective are:

- Continue introducing Federation methodology for the project planning process, standardizing a common framework to be used by all national societies in the region.
- Introduce Federation materials on the project planning process to national societies.
- Organize joint meetings for the national coordinators of the regional community development programmes every six months in order to reinforce programme management capacities, ensure commonly-agreed development agendas of the national societies, and share experience.
- Agree to joint criteria, standard procedures and methodologies for the regional community development programmes.
- As required, training and technical support will be provided in the design and implementation of disaster response programmes with the support of PADRU.
- A database will be created for potential donors, including private and institutional, in the region.

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

Activities to reach this objective are:

- Continue the drawing up of all inclusive CASs with the inclusion of the ICRC and contributing national societies at an early stage. In 2002, the CAS process will be finalized in Ecuador and other CAS processes will be initiated in countries to be defined. In 2003, further CAS will be developed. Please refer to the section on organizational development.

- Consolidate contacts with UN agencies and commissions, other agencies, and NGOs, and coordinate information regarding the meeting of presidents in Uruguay in 2002.
- Continue contacts and consolidate strategic alliances with the private sector.
- Further develop, update and expand the network of media contacts within the region and compile a comprehensive database of key media contacts.
- Continue to service the information needs of the media in close cooperation with national societies, particularly in the event of rapid-onset disasters through providing spokespeople, briefings and logistical support.
- Provide technical support to CORI, the Uruguayan Red Cross for the organization of the technical seminars and presidents meetings in 2002, and the Chilean Red Cross for the organization of the Inter American Conference in 2003. Please see programme on regional cooperation for further details.
- Maintain periodic meetings with five ICRC delegations in the sub-region, monitoring and reinforcing the harmonization process
- Participate in the joint meeting of all heads of delegation of the Federation and the ICRC in the first part of 2002 as part of the harmonization process.
- Ensure regular contacts with the main non-regional national societies in the region, and continue to organize annual partnership meetings.

Objective 3 To improve the delegation's management activities.

Activities to reach this objective are:

- Develop, implement and closely monitor plans and budgets for Federation programmes in the region.
- Manage the Federation's human and financial resources.
- Ensure compliance with the Federation's narrative and financial reporting standards with support from the Pan-American reporting delegate.
- 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.
- The regional delegation will continue using external resources in order to increase its working capacity through regional and local personnel.
- Reinforce knowledge and information sharing among delegates in the Americas through a meeting and technical workshops to be organized in 2002

Expected results

- Efficient and well-functioning programmes that have met Federation standards.
- Regional community development programmes will have been well coordinated and capacity building through these programmes will have been reinforced.
- The design and implementation of bilateral programmes will have been subject to coordination.
- Donor interest will have been increased in the region.
- International cooperation with the national societies will have been well coordinated in the region.
- Country assistance strategies will have been drawn up, agreed upon, and under implementation in five countries in South America by 2003.
- The regional and international media will have increasingly recognized the Federation as a credible source of information on humanitarian issues.
- The harmonization process will have strengthened effective cooperation with the ICRC with a positive impact on support to national societies, and the image of the Movement in the region will have been enhanced.
- Strategic alliances will have been established and funds from the region will have been raised.
- The overall management of the regional delegation will have met Federation standards; there will have been compliance with the Federation's minimum reporting standards.
- There will have been no deficit in the balance between income and expenditure.
- Local personnel will have become well integrated in the regional delegation team.

Indicators

- An increase in percentage of appeal coverage.
- An increase in the percentage of funding received from the region.

- An increase in the number of technical people able to design programmes in accordance with Federation standards in each national society.
- The level of satisfaction of partners participating in CASs.
- A quantifiable rise in regional and international media coverage of the Federation and national societies.
- Activities and campaigns carried out jointly with the ICRC.
- Agreements and memoranda of understanding signed with other agencies and corporations.
- Contacts and regular meetings with contributing national societies.
- Timely narrative and financial reports of good quality, well accepted by donors.
- All delegates have updated job descriptions, mission instructions and work plans.
- Budgets are approved in time and cash requests are properly managed.

Monitoring and evaluation arrangements

- Quarterly meetings based on the regional delegation's quarterly reports are held to evaluate progress.
- An annual meeting with partners takes place to evaluate progress on the regional assistance strategy.
- Final evaluation of every campaign or short term project.
- Annual interim evaluation of long term programmes *Amazonico* and *Camalote*.

Critical assumptions

- Adequate donor interest in South America and a critical mass of funds available for programmes in the region.
- Main partners are committed to coordinate bilateral cooperation with the Federation and others in the Movement.
- Adequate number of funded delegates is available.
- Secretariat financial systems are functioning well 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.
- The political and socio-economic situation across the region remains relatively stable.

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PROGRAMME BUDGETS - 2002								
Delegation Buenos Aires								
PROGRAMME	Disaster Resp.	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	40'118	15'750	0	0	0	0	55'868
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	0	40'118	15'750	0	0	0	0	55'868
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	8'200	0	0	0	0	0	8'200
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	16'260	0	0	4'300	0	13'050	33'610
Subtotal Capital	0	24'460	0	0	4'300	0	13'050	41'810
Programme Management	0	113'782	65'967	5'358	61'068	23'687	41'600	311'462
Technical Services	0	34'060	19'747	1'604	18'281	7'091	12'453	93'235
Professional Services	0	37'773	21'899	1'779	20'273	7'863	13'810	103'397
Subtotal Programme Support	0	185'616	107'613	8'740	99'622	38'641	67'863	508'094
Warehousing/Inspection	0	0	0	0	0	0	3'500	3'500
Transport & Vehicles	0	0	0	0	0	630	15'820	16'450
Subtotal Transport & Storage	0	0	0	0	0	630	19'320	19'950
Delegates & Expatriates	0	163'750	122'700	0	198'706	9'832	206'190	701'178
National Societies and Local Staff	0	231'966	72'816	15'764	153'223	121'851	141'899	737'519
Subtotal Personnel	0	395'716	195'516	15'764	351'929	131'683	348'089	1'438'697
Travel & Related Expenses	0	86'967	41'703	0	128'352	32'900	31'500	321'422
Information	0	61'498	103'835	19'250	51'713	0	8'995	245'291
Consultants	0	103'545	52'234	0	0	0	1'050	156'829
General Expenses	0	432'058	251'230	14'000	87'045	16'427	120'067	920'827
Training Workshops & Seminars	0	357'437	210'420	21'700	182'692	131'000	7'000	910'249
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	1'041'505	659'422	54'950	449'802	180'327	168'612	2'554'618
TOTAL BUDGET	0	1'687'415	978'301	79'454	905'653	351'281	616'934	4'619'037