

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

SOUTH AMERICA REGION

Appeal no. 01.51/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	1,331,157	1,213,417
2. Disaster Management	954,225	934,151
3. Humanitarian Values	251,123	0
4. Organizational Development	1,124,456	689,081
5. Federation Coordination	221,790	0
6. International Representation	144,319	162,333
Total	4,027,067¹	2,998,983

Introduction

The Secretariat of the International Federation of Red Cross and Red Crescent Societies has been present in South America through its regional delegation in Buenos Aires since 1994. The delegation has worked to modernize and strengthen the ten National Societies of the region, promoted community development activities with vulnerable groups in transborder programmes in the Amazon Basin, the Andean Zone and in the River Plate basin and strengthened disaster preparedness and disaster response capacities of National Societies. In addition, the delegation has promoted and initiated integrated community health projects, together with a response to the HIV/AIDS epidemic, mainly through youth peer education projects.

The Federation has also promoted regional networking and cooperation mainly through the Inter American Regional Committee (CORI) and thematic networks. Programming has been based upon the Federation's *Strategy 2010*, and the *Santo Domingo Declaration*, adopted at the last Inter American Conference held in the Dominican Republic in 1999. In 2002, the *Strategy for the Movement* also became an important basis for Movement coordination to meet the humanitarian challenges of the region. The focus on maximizing resources and streamlining capacity building efforts will be taken further during the years 2003-2004 through a number of cooperation agreement strategies (CAS) and the harmonization process with the ICRC.

South America, and especially the Southern Cone, is a region which benefits from relatively little donor interest in relation to the considerable needs of large vulnerable populations. There are a number of humanitarian problems to be addressed such as growing poverty, social tensions, violence, deteriorating

¹ USD 2,760,756 or EUR 2,733,534.

² These are preliminary budget figures for 2004, and are subject to revision.

health conditions and constant natural disasters. There is a pressing need for strong Red Cross Societies, contributing to the reinforcement of civil society within South American countries.

Regional Context

South America's National Societies worked in an environment of growing poverty in the last year and there is no evidence that poverty is being reduced. The main problems are based on the degree of inequality in income distribution and recent increasing negative trends. As a result, although many countries succeeded in expanding their economies and raising their levels of social spending considerably during the 1990s, Latin America has not managed to alter its typically high degree of income concentration to any substantial extent.

According to the UN Economic Commission for Latin America and the Caribbean (ECLAC), expectations for the coming two years for South America are the increase of negative growth rates in Paraguay, Venezuela, Uruguay and Argentina, and a lower expected growth in the remainder of the countries. South American countries are experiencing a situation of crisis, most of them renegotiating debts with the private sector and there was cessation of external debts payments in many countries.

2002 was characterized by increased political, social and economic tensions throughout all of South America. Peace talks in Colombia broke down, setting off widespread violence. Venezuela also found itself in a state of deep political crisis, with a state of emergency declared on 11 April and a failed attempt to overthrow President Chavez. Throughout the year, Venezuela experienced general strikes and a significant increase in political violence. The political, social and economic situation in Argentina has deteriorated dramatically over recent years. Health and education services have been eroded, increasing the number of people living below the poverty line. The health sector is now unable to address the increasing demand due to a lack of infrastructure, finances and human resources.

The 2002 UNDP human development index shows significant vulnerability in the countries of the region, as regards of life expectancy, educational attainment and adjusted real income, it locates Colombia 68, Venezuela 69, Brazil 73, Peru 83, Paraguay 90, Ecuador 93, Bolivia 114 in the ranking. Nevertheless, as these countries are in the category of "medium human development" and Argentina of "high human development"; relatively little international aid is received for development programmes or in times of disaster.

The region also suffered several significant natural disasters in 2002. Floods in Ecuador, Colombia, Bolivia and Chile had a devastating economic impact on the most vulnerable areas of these countries. Earthquakes were felt in Argentina, northern Chile and southern Peru, while extreme cold and snow caused widespread damage in Bolivia and Peru. Climate changes are considerably worrying, and experts are underlining the expected consequences of "El Niño" phenomenon for next year.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

[Focus on Bolivia 2003.](#)

[Focus on Brazil 2003.](#)

[Focus on Chile 2003.](#)

[Focus on Colombia 2003.](#)

[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

[Focus on Venezuela 2003.](#)

National Society Priorities

The South America regional delegation provides assistance according to the Federation's *Strategy 2010* to ten National Societies: Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela. These National Societies have traditionally delivered health services such as first aid training, nurses' training and blood banks, and responded to the frequent disasters affecting the region. However, over recent years there has been a reorientation of activities towards responding to local vulnerabilities and implementing community based programmes in the areas of disaster preparedness and health. The National Societies have an unequal development of their capacities and structures, some of them are concluding a thorough organizational change process including a revision of Statutes and approval of national development plans, while others still need to initiate this process and demonstrate true commitment to change. As of 2002, five National Societies of the ten have completed National Society self assessments. The delegation has used these analyses in its organizational development efforts with some successes whereby the analysis provided an important input to the process of renewal of the Statutes. A common challenge remains for most of the National Societies to play a greater role in the strengthening of civil society and to advocate in favour of vulnerable groups.

Red Cross and Red Crescent Priorities

The National Societies of the region meet every four years for the Inter American Conference. The last conference took place in the Dominican Republic in 1999, where the National Societies agreed on the *Santo Domingo Declaration* stressing the need for development of human and financial resources, disaster preparedness and prevention, youth programmes, communications and networking, further elaborated in the CORI plan of action. In April 2003 the region's National Societies will meet again to evaluate progress since the last conference and to focus further on the areas of health and disasters.

National Societies have agreed on strategies and priorities according to *Strategy 2010* in a number of areas such as HIV/AIDS. These include the need for health and youth departments to work closely together within the scope of the same regional plan, for implementation of the regional youth plan "*Plan Sur Joven*", and for the potential of the volunteering network to be maximized. In the area of health, the National Societies met with Ministries of Health and the Pan American Health Organization (PAHO) in October 2002 to work towards a Memorandum of Understanding. In the area of disaster management, the strategies and plans developed by the three regional delegations in the Americas, the Pan American Disaster Response Unit (PADRU), and the National Societies in all the regions over the last 18 months are based on the premise that all disaster preparedness and response programmes are to be Pan American in nature.

The Federation developed two first generation "country assistance strategies" in Bolivia and Venezuela. With the development towards the second generation of cooperation agreement strategies, the Bolivia CAS was updated in 2002 and the CAS for Ecuador was initiated. Regional cooperation work to make better use of the resources available and maximize capacity building initiatives include coordination and planning meetings with the five ICRC delegations within the framework of the harmonization process. Several tripartite agreements with National Societies were signed in 2002. Coordination with the five PNSs which currently have a presence in the region take places on a permanent basis in connection with regional delegates' missions to National Societies, and in particular in the case of response to emergency situations. The region's National Societies are supported by the Federation, the ICRC and several PNSs. Given the high level of bilateral cooperation, the Federation's regional delegation has worked to increase coordination mechanisms and strategies which has boosted multilateral support.

Priority Programmes for Secretariat Assistance

The regional delegation has established the same overall goal for the four capacity building programmes (health and care, disaster management, humanitarian values and organizational development) which is to ensure that the National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people with coordination and technical support from the Federation's Secretariat through its regional resources.

- **Health and Care:** The programme objective is to ensure that the National Societies in the region have improved their capacity to diminish vulnerability due to disease. The focus in the next two years will be on integrated community health projects and responding to the HIV/AIDS epidemic in cooperation with the Latin American network of people living with HIV/AIDS. Additionally, the Federation will promote partnerships with public health authorities and others.
- **Disaster Management:** The programme objective is to support the National Societies in the region to improve their capacity to work cooperatively with communities, local authorities and disaster management institutions in the development of integrated disaster preparedness and emergency response strategies, structures, systems, plans and activities with the aim of reducing the vulnerability of communities impacted by natural disasters. The programme is divided into three projects: regional and National Society disaster response and response preparedness; community based disaster preparedness and the ongoing Camalote community disaster preparedness project in the River Plate basin. An important part of the disaster management strategy is to consolidate the Pan American disaster management strategy and system and secure additional cooperation and partnerships with international, national and non governmental organizations active in this field.
- **Humanitarian Values:** The objective is to ensure that the National Societies in the region are promoting understanding of Red Cross and Red Crescent humanitarian values including those of non violence, especially among young people. This programme is closely linked to the organizational development programme mentioned below which includes a project with the aim to strengthen the capacities of the National Societies in communications and advocacy.
- **Organizational Development:** The programme objective is to ensure that the National Societies in the region have improved their capacity in service delivery to vulnerable people. The programme has a dual approach: regional organizational development activities such as modernization of the legal base including revision of Statutes, governance and management training, support to the national development plan processes and strengthening of volunteering and youth components, together with three country projects for the priority National Societies of Argentina, Brazil and Peru.
- **Federation Coordination:** The programme objective is to ensure that the Federation Secretariat contributes to improve Red Cross effectiveness and efficiency through increased cooperation and coherence. This programme includes promotion and refinement of the cooperation agreement strategies, the maximization of the use of resources in the region, including delegates from the region as well as support to the Inter American Regional Committee and the organization of the XVII Inter American Conference to be held in Santiago de Chile in April 2003.
- **International Representation:** The goal is to support National Societies in the region so that they form effective partnerships and alliances to respond to the needs of the most vulnerable and promote their interests at the national, regional and international levels, with coordination and technical support from the Federation's Secretariat through its regional resources. This implies that considerable efforts will be needed to systematize lobbying and partnership building.
- **Field Management:** The aim is to assist the National Societies of the region effectively in achieving their institutional and programmatic goals, in line with *Strategy 2010*. This assistance will be improved by the consolidation of the new Federation core field structure with the regional office based in Lima, Peru, staffed with regional delegates specialized in each of the core areas of *Strategy 2010*, and the sub regional office in Buenos Aires, Argentina, covering the Southern

Cone and Brazil, combined with the technical support of the Pan American service units: the Pan American Disaster Response Unit, the regional logistics unit, the regional finance unit, the regional reporting unit, together with the human resources unit and the information unit.

1. Health and Care [<Click here to return to the title page>](#)

Background and achievements/lessons to date

South America faces a situation of growing poverty, significant levels of violence and a range of health problems. Governments, overburdened by economic crises, have been forced to make ever increasing cuts to health budgets, leaving a high number of inhabitants without access to health care as a consequence.

Mother and child mortality rates are still very high in countries such as Bolivia, Ecuador, Paraguay and Peru. The 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 are easy to treat if diagnosed on time, such as measles, chronic diarrhoeal disease, respiratory infections, malaria and malnutrition.

Diseases such as dengue fever, 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.

The HIV/AIDS 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. HIV/AIDS in the region is mainly concentrated in socially or economically marginalized populations and it is estimated that more than one million people are living with HIV/AIDS in South America. Infection rates are not currently as high as in the Caribbean, but the figures are increasing and the Red Cross has the possibility to work to help stop the spread of HIV/AIDS with a considerable scaling up of prevention activities.

With this background, the Federation will 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.

In 2002 considerable achievements were made in responding to HIV/AIDS in the region. There was a special emphasis in the Bolivian, Ecuadorian, Paraguayan, Peruvian and Uruguayan Red Cross Societies, although all National Societies are implementing HIV/AIDS activities, including youth peer education. The HIV/AIDS problem now receives more attention within the National Societies. The Bolivian and Paraguayan Red Cross Societies drew up and are implementing their country plans which include prevention activities as well as activities with people living with HIV/AIDS and anti discrimination initiatives. There is evidence that thanks to the integrated HIV/AIDS plan which includes the health and youth departments of the National Societies, coordination and team work within the National Societies has been reinforced. During 2002 the regional delegation maintained its close cooperation with the Latin American Network of People Living with AIDS (REDLA+) and the majority of National Societies are now working closely with their REDLA+ national networks.

The Amazonico project is another of the main activities within the health programme. The programme has two objectives; one to reduce vulnerability and improve health conditions and the second to strengthen Red Cross capacity in integrated development projects. The Amazonico programme started in 1997 with a long participatory planning process involving the six National Societies of Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela and communities. To date, the programme has reached 19 branches and 20 communities in the Amazon basin. In 2001, the delegation promoted the expansion of the Amazonico methodology to other geographical areas, and a second group of 15 branches to benefit

from training was selected. In the Colombian and Ecuadorian Red Cross Societies, the Amazonico methodology has been extended, and as a result, projects funded by PNSs are based on the Amazonico experience. The main achievements are that the National Societies have developed their participatory planning and project management skills, while improvement of health conditions needs to be further reinforced. During 2001- 2002 the regional delegation strove to encourage the health departments and other programme areas within the National Societies to work more closely in coordination with the Amazonico project. In 2003 the Federation will focus attention on the Brazilian Red Cross where there are now conditions to carry out the project after more than a decade's institutional crisis (for more information please see section 4 on organizational development). Extensive programme documentation is available upon request.

The Federation continued to strengthen National Society health departments in 2002. The most important activity was the regional health in emergencies workshop where health directors and relief staff of National Societies met with delegates from PADRU and representatives from PAHO to increase capacity in the health area, both in preparedness and response to disasters.

In 2003 - 2004 the Federation will continue to support and strengthen the health departments of the National Societies building upon the Memorandum of Understanding signed between the Federation and PAHO and the recommendations of the Inter American Conference in Santiago de Chile in April 2003, of which the major theme will be "Equity in Health: road to Development".

In 2003 the Federation will initiate a new project in Colombia with the aim of supporting the National Society in its efforts to meet the needs of internally displaced persons (IDPs) and the communities they live in, especially in the area of health. This project will be closely coordinated with the ICRC and PNSs present in the country and a participatory planning process is envisaged. It is planned that project activities will be implemented in an urban area and also in a rural area.

This programme will be supported by a regional health delegate who will be based in the regional office in Lima, Peru, and by a technical advisor for the Colombia IDP project based in Bogota, Colombia.

Overall Goal

The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people with coordination and technical support from the Federation's Secretariat through its regional resources.

Programme Objective

The National Societies in the region have improved their capacity to diminish vulnerability due to disease.

Expected Results

The programme is based on four projects that will have the following overall results:

1. The ten National Societies of the region have received technical assistance in their community work to reduce vulnerability to disease.
2. The capacity of South American National Societies to contribute to the reduction of the HIV/AIDS epidemic, to assist PLWA and to work against discrimination and stigmatization of PLWA is increased.
3. Health conditions are improved in vulnerable communities in the Amazon Basin through the implementation of the Amazonico project by the National Societies of Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela.

4. The capacity of the Colombian Red Cross to design and implement IDP projects in the field of health and disaster preparedness is increased.

The projects will seek to have the following specific results:

Project 1 - Strengthening of National Society capacity to implement community projects
<ul style="list-style-type: none"> The National Societies improve their capacity to draw up and implement health plans focused on vulnerable families and communities, based on Strategy 2010 and the health programme for the Americas. A health strategy for the Americas, drawn up with the full participation of the National Societies of the region and in coordination with the PNS, Ministries of Health and PAHO, is approved and implemented.
Project 2 - HIV/AIDS
<ul style="list-style-type: none"> The National Societies of the region have strengthened their national HIV/AIDS programmes. The response of the Red Cross to HIV/AIDS issues has increased in South America through the establishment of regional, national and local alliances with networks or associations of PLWA, NGOs and other institutions. The adoption of safe attitudes and behaviours that ensure a safe and healthy lifestyle have been promoted in order to decrease HIV transmission rates. Attitudes in favour of non-discrimination and non stigmatization, both inside and outside of the organization have been promoted.
Project 3 - Amazonico
<ul style="list-style-type: none"> National Societies have increased their capacity to implement participatory community development projects. Six micro projects have been implemented with funding from the Federation, one per National Society. At least four local development plans within the project will have been evaluated.
Project 4 - IDP - health and disaster preparedness
<ul style="list-style-type: none"> The Colombian Red Cross has improved its service delivery to communities in which there are internally displaced persons. The Colombian Red Cross has been strengthened in community development both at headquarters and at branch level. Intra and inter institutional cooperation in the area of community development and IDPs has been increased.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

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[Focus on Brazil 2003.](#)

[Focus on Chile 2003.](#)

[Focus on Colombia 2003.](#)

[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

Focus on Venezuela 2003.

2. Disaster Management [<Click here to return to the title page>](#)

Background and achievements/lessons to date

1. Disaster Response and Response Preparedness

The last two years have brought significant progress in disaster management not only in South America but throughout the Americas region as a whole. The Americas region, and in particular South America, lacked a clear and integrated regional disaster preparedness and response strategy designed to improve capacities at all levels. Such a strategy is essential to ensure the strengthening of response capacities of the National Societies and to improve the quality of support provided by the Secretariat.

The strategies and plans developed by the three regional delegations in the Americas, the Pan American Disaster Response Unit, and the National Societies in all the regions over the last 18 months are based on the premise that all disaster preparedness and response programmes are to be Pan American in nature. This allows for enhanced coordination, improved service delivery to National Societies and beneficiaries and capitalizes on limited human and financial resources. This perspective is critical given that economic conditions and a lack of international focus in the region in terms of disasters, continue to hinder both Red Cross and government abilities to respond appropriately when emergencies occur. It is imperative that strategies designed to overcome these realities concentrate on strengthening the National Societies and individual community capacity to be prepared for disasters rather than simply reacting through immediate, and often inadequate, disaster response activities.

The operationalization of PADRU has been a key catalyst in this strategy. Regional disaster management delegates are now better able to focus their energies on National Society capacity building, while PADRU provides technical support in the form of specific training to National Societies. Disaster response structures, systems, protocols and procedures have been developed and disseminated to National Societies. Training programmes have been systematized to meet regional needs as well as individually tailored to meet National Societies' requirements and ensure respect of Federation standards. This has resulted in an integrated and harmonized system that permits a coordinated effort between National Societies, Federation delegations, the ICRC, PNSs and other organizations working in disaster management, all of whom are able to speak a "common language".

One of the principal vehicles for this disaster response system are the national and regional intervention teams (N/RITs) As a result of a thorough evaluation and revision process, new systems are now in place and over 75 RITS members have received training in these.

It is critical that National Societies continue to better equip themselves, both materially and in regard to human resources, in order to better respond to natural disasters. The South America delegation has worked hard in supporting National Societies in their capacity to build long term, realistic and sustainable national disaster response and response preparedness plans. During the course of 2003, vulnerability and capacity assessments will be carried out in three National Societies with the aim of all National Societies completing the process over the next two years. Whenever possible, regional human resources will be used for training in order to facilitate professional development in the region and allow for an exchange of ideas and experiences.

However, there is still much to do to ensure these new systems function in the manner intended. Recent disasters demonstrated the need to improve dissemination and training to the National Societies, PNSs and other disaster management organizations. These systems need to be fully adopted by the National Societies and relevant standards adhered to. Special emphasis needs to be placed on raising professionalism at all levels, both conceptually and in practice. Training in cross-cultural sensitivity and gender, as they relate to disaster response structures and working with beneficiaries, will be stressed.

Regional and National Society teams will be trained in the Better Programming Initiative (BPI) methodology which will be integrated into disaster operation plans.

2. Community Based Disaster Preparedness

Disaster response, response preparedness and community based disaster preparedness (CBDP) are part of the same continuum and are viewed as part of an overall integrated disaster preparedness and response system.

Community based disaster preparedness programmes have taken on a primary role in the Pan American disaster preparedness and response approach. Over the last two years, all CBDP projects have been utilizing a uniform methodology to assist over 70 communities in 6 countries. In addition, several PNSs have adopted the Federation methodology for their CBDP projects.

The regional CBDP project is committed, as a point of departure, to genuinely participatory methodologies in relation to institutional development of the Red Cross National Societies and in their 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, training of community resources and Red Cross branch and community emergency plans. Community brigades have been formed and emergency units with the Red Cross strengthened where there is a need for an institutional presence, the roles of which are clearly defined in community based disaster preparedness, prevention and response plans.

Traditionally, Federation CBDP programmes in the Americas have focused on training, rather than on its practical application in community work, with the result that insufficient emphasis has been placed on quality in terms of medium to long-term results. However, current CBDP projects have ensured the follow up of key initiatives and the value added of this approach can be seen in the quality of the community's preparedness and the sustainability of the project. An ongoing process is underway to develop tools to identify qualitative indicators and accurately measure their impact. A key component of the CBDP project over the next year will be increasing levels of professionalism within National Societies and focusing on thematic areas such as community development, cross-cultural sensitivity, gender issues (internal to the Red Cross and external) and the use of BPI methodology. The CBDP methodology also needs to be shared with PNSs in order to ensure Movement-wide consistency. Educational materials will be updated and revised to reflect specific National Societies' realities. There is also the need to begin the process of harmonizing the CBDP and the ICRC conflict response preparedness methodologies. During the forthcoming year, the Federation and the ICRC will work on this, using the situation in the Chaparé area of Bolivia as a pilot case.

3. Disaster Preparedness - Camalote project

The Camalote project has taken on 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 Plate river basin to better prepare themselves for disaster and to bring about improvement of their living conditions related to health, water and sanitation and the environment.

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

- 37 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 2002, 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;
- The project has received extra funding from the Embassy of New Zealand, facilitating continuation with the implementation of projects at local level.

This year, the Camalote project will be focused on genuine participatory methodologies related to the institutional development of the National Societies and their 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.

Given significant organizational development improvements in certain National Societies, the Uruguayan Red Cross will be reincorporated into the project. There are significant number of trained people in the Camalote methodology that remain active in the branches, thus assuring sustainability and continuity.

While CBDP projects 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 and sustainability at the required levels.

It is necessary to work with National Society headquarters in the dissemination of information and training to branches so that they are better equipped to respond to disasters in a systematized and professional manner. National intervention teams will be a key vehicle for improving skills and knowledge at the branch level.

Another area which requires more energy, both at the regional and national level, 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.

The situation of the Southern Cone countries continues to be of concern. Poverty levels and vulnerability have increased significantly in the region over the last nine months, particularly in Argentina and Uruguay, and neither of these countries receive significant amounts of international aid in times of disaster. However, it is critical that PNSs support disaster preparedness and response programmes of these National Societies.

Overall Goal

The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the life of vulnerable people with coordination and technical support from the Federation's Secretariat through its regional resources.

Programme Objective

The National Societies in the region have improved their capacity to work cooperatively with communities, local authorities and disaster management institutions in the development of integrated disaster preparedness and emergency response strategies, structures, systems, plans and activities with the aim of reducing the vulnerability of communities impacted by natural disasters.

Expected Results

The programme is based on three projects that will have the following overall results:

1. The regional and National Society disaster preparedness and response capacity is increased.
2. The disaster preparedness and response capacity and the ability to better design, implement and evaluate community based disaster preparedness and emergency response of the National Society in the region is increased.
3. The National Societies of the region contribute to reduce the social vulnerability of the populations settled in vulnerable areas of the Plate river basin through the promotion of social and economic development of their communities.

The projects will seek to have the following specific results:

Project 1 - Disaster Preparedness and Response Capacity
<ul style="list-style-type: none"> • Regional disaster preparedness strategies, structures, systems, protocols will be implemented at the regional and National Society levels in a coordinated manner.
<ul style="list-style-type: none"> • All ten National Society will have well defined disaster preparedness and response strategies, structures, systems, plans and activities.
<ul style="list-style-type: none"> • All ten National Societies will improve their disaster preparedness and response planning and technical capabilities.
<ul style="list-style-type: none"> • Regional delegation, PADRU and National Society disaster response strategies will be coordinated with PNSs, the ICRC, governments and other disaster organizations at the regional and national levels.

Project 2 - Community Based Disaster Preparedness
<ul style="list-style-type: none"> • All National Societies will have improved their capacity in community based disaster preparedness programme planning, implementation and evaluation.
<ul style="list-style-type: none"> • All National Societies will have improved their capacity to work with communities, local authorities and disaster preparedness and response organizations.
<ul style="list-style-type: none"> • Communities and local authorities will possess the necessary skills to assess potential risks that may affect communities.
<ul style="list-style-type: none"> • All communities involved in the project will be better prepared to respond to the eventuality of any natural disaster occurring in their community.
<ul style="list-style-type: none"> • Communities and local governments will be better prepared to respond, in a coordinated effort with other institutions, in the event of a natural disaster occurring in their community

Project 3 - Reduction of Social Vulnerability
<ul style="list-style-type: none"> • Each target community is better prepared to prevent and mitigate the effects of a disaster.
<ul style="list-style-type: none"> • Families have the tools to prioritize their needs in health issues and to respond through the promotion of healthy behaviours and primary health attention.
<ul style="list-style-type: none"> • Quality of life of the more vulnerable in the selected populations is enhanced by strengthened local capacities through education, information, and the organized action of the Red Cross with a focus on community development.
<ul style="list-style-type: none"> • Community services, especially those dealing with sanitary, environmental, and housing issues in the selected communities, are improved.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

Focus on Argentina 2003.

Focus on Bolivia 2003.

Focus on Brazil 2003.

Focus on Chile 2003.

Focus on Colombia 2003.
Focus on Ecuador 2003.
Focus on Paraguay 2003.
Focus on Peru 2003.
Focus on Uruguay 2003.
Focus on Venezuela 2003.

3. Humanitarian Values [<Click here to return to the title page>](#)

Background and achievements/lessons to date

According to the Pan American Health Organization, the high rates of crime and violence in the region are affecting the population and have a negative impact on potential development in the Americas. Every year 300,000 persons, the majority young men, die as a result of murders, suicides or traffic accidents according to Amnesty International's annual report for 2002. The results of studies indicate percentages which fluctuate between 30% - 75% as regards women in the region who are exposed to physical violence at the hands of their partner. Gender oriented violence based on sexual orientation often occurs. In addition, violence against children and the forming of youth gangs are common characteristics in the region; as a result, violence has acquired an endemic character and has become a serious problem in various countries of the region given the high number of victims and the consequences related to violence. The growing gap between rich and poor, social tensions and discrimination based on sex, nationality, race and social class are also significant factors. Finally, the HIV/AIDS epidemic, incurring discrimination and stigmatization is spreading in the region.

Given this background, the Red Cross has a crucial advocacy role to play in promoting humanitarian values as defined by *Strategy 2010*. Until 2002 most National Societies in the region have carried out humanitarian values projects either with local resources or with support from the Federation or the ICRC, such as non-violence projects in the case of the Federation and the school programme "Let's Explore International Humanitarian Law", which is coordinated with the Ministries of Education. National Societies have also received support to build capacities in information and communication within the regional organizational development programme. Such initiatives have consisted of the long distance education programme for communicators and support to the Inter American Communications and Resource Development Forum. The ICRC has provided considerable support to most National Societies' information departments. Furthermore, some National Societies have received support for projects focusing on non-violence. In 2002, cooperation with the ICRC in this area was reinforced by the harmonization process and a number of planning meetings took place.

Given the characteristics of the region, the regional delegation will concentrate on one project in 2003-2004 with the aim to strengthen National Society capacity to disseminate the fundamental principles and humanitarian values of the Red Cross and Red Crescent Movement, promoting attitudes of non violence and peaceful coexistence especially among young people in school centres and in communities. This priority is based on the regional youth plan, "*Plan Sur Joven*". The challenge will be to support more National Societies and to reach more schools and communities. which, to date, has not been possible due to lack of funding.

Another important priority is the HIV/AIDS epidemic and the related anti discrimination and stigmatization activities which are part of the regional HIV/AIDS project described under the health and care section of this appeal. The strengthening of National Societies in the area of communications is part of the regional organizational development programme and is formulated as a separate project, given the importance of capacity building in this area. From 2003, the area of humanitarian values and communications will be strengthened by the deployment of a regional information delegate for South America. The previous regional information delegate finished his mission at the end of 1998 and since then, the area has been covered by a locally hired information officer, with the support of the regional organizational development delegate. The information officer in Buenos Aires will stay in the Federation's Buenos Aires sub regional office in order to support the National Societies in the Southern Cone.

Overall Goal

The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people, with coordination and technical support from the Federation's Secretariat through its regional resources.

Programme Objective

The National Societies in the region are promoting the understanding of Red Cross and Red Crescent humanitarian values and values of non violence, especially among young people.

Expected Results

The ten National Societies will have disseminated, especially among young people, the fundamental principles and humanitarian values of the Red Cross and Red Crescent Movement, promoting attitudes of non violence, tolerance, mutual respect and equal opportunities between women and men.

The programme is based on three components that will have the following specific results:

- The National Societies will have strengthened their school programmes.
- The National Societies will have developed community projects relating to peaceful coexistence.
- Peaceful coexistence will have been promoted by the National Societies through press campaigns in coordination with the ICRC.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

[Focus on Bolivia 2003.](#)

[Focus on Brazil 2003.](#)

[Focus on Chile 2003.](#)

[Focus on Colombia 2003.](#)

[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

[Focus on Venezuela 2003.](#)

4. Organizational Development [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The National Societies of South America have a varying degree of development of their capacities and structures, but also a varying degree of will and commitment for change. However, they are all aware of the need to change to meet a more complex context and to be able to respond to the humanitarian challenges and local vulnerabilities.

In recent years, the Federation has made considerable efforts in promoting regional training events to gather National Society volunteers and staff in order to provide training, facilitate information and experience exchange among peers and to promote the organizational development agenda. In 2001-2002 the regional delegation carried out the pilot decentralized leadership development course consisting of three one week modules. The Federation has provided tailored support to National Societies; in some cases more organizational development projects in relation to current needs, and in others more comprehensive change processes as in the case of the Bolivian Red Cross. This National Society has received organizational development funding for very many years, but over the last two years the process has been consolidated with a high degree of decentralization to the branches.

In the appeal for 2003-2004 the regional organizational development programme will change its purely regional orientation (although with clear country priorities) and will cover three separate country organizational development projects in the National Societies of Argentina, Brazil and Peru. These priorities are in line with the ICRC harmonization process.

Regional activities are based on *The Characteristics of a Well Functioning National Society* with special attention to the policies of gender, volunteering and youth. These include revision of Statutes, national development plan processes and National Society self assessments in those Societies where this has not been carried out (five of the ten National Societies in the region). Four National Societies: the Argentine Red Cross, the Brazilian Red Cross, the Ecuadorian Red Cross and the Peruvian Red Cross are in the process of updating their Statutes, while the Bolivian and Uruguayan Red Cross Societies have adopted new Statutes. In addition, the Colombian Red Cross and the Chilean Red Cross have made amendments to the National Society Statutes, but are considering further revision in the light of comments received from the Joint Commission. Furthermore, six National Societies are in the process of either updating or drawing up a national development plan.

Other important areas for support in regional activities are focused on youth, volunteering and gender which is mainly given through the thematic networks and tailored support based on the needs in each National Society. These areas are integrated into other programmes of this appeal. For instance, the strengthening of the role of youth and the promotion of their participation in the National Societies take place through the important part which youth volunteers play in the regional HIV/AIDS project and the preventative and anti-discrimination aspects of the response to the HIV/AIDS epidemic. Youth is also the main actor in this appeal's humanitarian values programme with the non violence project especially aimed at young people. In the area of gender, all National Societies have gender focal points or teams who are working to integrate the gender perspective in both structures and programmes of the National Societies. The main success has been in the youth area, but there are also clear results in the area of disaster management. Volunteering is being addressed in all community development projects where the Federation tries to promote community members becoming Red Cross volunteers.

The Federation has supported the Argentine Red Cross in its organizational development initiatives for a number of years. Until 2002 it was extremely hard to receive funding for such activities since Argentina is a country which has a relatively high level of development. At the end of 2001, there were

dramatic changes in Argentina with the onset of social and economic crisis, resulting in alarming figures of poverty, unemployment, malnutrition and increased numbers of people without access to the most basic health care. At the same time, the Federation's Capacity Building Fund approved a project the goal of which is *to consolidate the process of organizational renewal started by the current leadership so that the Argentine Red Cross fully acquires the characteristics of a well functioning National Society*. This is to be accomplished through four objectives related to the coordination role of the headquarters, the improvement of the governance and management of the National Society, the approval of a national development plan and a pool of projects, and finally, the enhancement of the Red Cross image. During 2002 the National Society has advanced in a number of areas but the process will continue in the years covered by this appeal to complete the modernization. In 2002 the Argentine Red Cross completed the National Society self assessment in a most participatory way which was closely linked to the renewal of the Statutes and the change process in general. The crisis in Argentina is both a risk and an opportunity for this project. The Argentine Red Cross is now more relevant than ever and the need for modernization is obvious as effective service delivery requires an efficient and well functioning National Society.

Over the last ten years, the Brazilian Red Cross has been going through an internal crisis caused by differences in management and participation practices between the headquarters and certain state branches. These problems led to a deterioration of the image of the National Society and its exclusion from access to financial support from the government. In 1997 and 1998 representatives from the Secretariat and the delegation for South America of the Federation visited the National Society in order to initiate a reunification, recovery and development process. As a result:

- In 1999, the Federation and the President of the Brazilian Red Cross signed a Memorandum of Understanding.
- During the Presidents' and Technical Seminars Meeting held in Paraguay in the year 2000, a new body, entitled the Asunción Commission, was created with representatives of the Bolivian Red Cross, the Spanish Red Cross and the Secretariat in order to work in the reunification process and to organize a meeting with the national governing board.
- In September of 2001, the Asunción Commission and the Brazilian Red Cross agreed to work together on this process.
- In December of 2001, a new governing board was elected by the branches and the headquarters.

In order to continue with the reunification process and to support the strengthening of the National Society, an organizational development delegate from the Federation was assigned to work with the Brazilian Red Cross for a period of one year. The project was supported by the Federation's Capacity Building Fund in 2002. Inspire of many achievements in 2002, the National Society still faces many organizational challenges before it can be considered well functioning and meets the needs of vulnerable people in Brazil. The Federation is working closely with the ICRC in Brazil and a memorandum of understanding has been signed with the Brazilian Red Cross. Support has also been provided to the National Society through PNS bilateral initiatives in other programme areas in close coordination with the Federation and with the aim to maximize efforts to strengthen the modernization process.

The Peruvian Red Cross is also in need of modernization. There have been many attempts in the past to address issues such as renewal of Statutes, governance and management, planning and ensuring a functional headquarters with a network of active branches. However, the National Society has experienced a number of internal problems hindering the change process. In May 2002, the Peruvian Red Cross signed a letter of intent with the Federation and the ICRC outlining the main challenges in the years to come. This document is the basis for the organizational development project presented in this appeal. In 2001-2002 the National Society improved its public image and strengthened its capacities

due to the relief operation following the earthquake in June 2001. These achievements have contributed to the commitment for change. In 2002 the Peruvian Red Cross completed the National Society self assessment which is an important analysis contributing to the ongoing process towards the renewal of the Statutes.

The regional organizational development delegates have been involved in the CAS processes of the region described under section 5, Federation Coordination, of this appeal. The CAS of Bolivia was updated in 2002 and the CAS process in Ecuador is in process. In 2003 additional CAS are being planned in Colombia and Peru, pending the elaboration of the national development plans. Argentine Red Cross is another National Society showing interest in initiating a CAS.

Given the characteristics of the region's National Societies, and the fact that all programme implementation depends on the capacities of the National Societies, the organizational development programme will remain a priority area for the Federation in South America. The move to work more intensively with a small number of National Societies will certainly provide more results. It was not until 2002 that the Federation received the amount of funding needed to initiate such comprehensive projects.

This programme will be supported by two delegates; one regional organizational delegate based in Lima and one country delegate based in Brazil to support the change process in that National Society. The Argentine Red Cross will host the sub regional Federation office and it will be part of the coordinator's tasks to support the organizational development process there.

Overall Goal

The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people, with coordination and technical support from the Federation's Secretariat through its regional resources.

Programme Objective

The National Societies in the region have improved their capacity in service delivery to vulnerable people.

Expected Results

The programme is based on six projects that will have the following overall results:

1. The ten National Societies in the region have received support and training in order to better comply with the characteristics of a well functioning National Society.
2. The process of organizational renewal, started by the current Argentine Red Cross leadership, with the aim to fully acquire the characteristics of a well functioning National Society is consolidated.
3. The capacity of the Brazilian Red Cross to implement sustainable programmes through headquarters and branch level structures is increased.
4. The capacity of the Peruvian Red Cross to implement sustainable programmes through headquarters and branch level structures is increased.
5. Strengthened volunteerism within the ten National Societies is achieved.
6. The capacity of the ten National Societies in the area of communications and advocacy according to *Strategy 2010* is increased.

The projects will seek to have the following specific results:

Project 1 - Well Functioning National Societies
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<ul style="list-style-type: none"> • All National Societies have updated their Statutes.
<ul style="list-style-type: none"> • All National Societies have updated their national development plans according to <i>Strategy 2010</i>.
<ul style="list-style-type: none"> • All National Societies have completed the National Society self assessment.
<ul style="list-style-type: none"> • Governance and management training has been carried out in four National Societies: Argentina, Brazil and Peru (see separate organizational development country projects) and Ecuador, and one regional workshop has been organized.
<ul style="list-style-type: none"> • Resource development has been integrated into governance and management training mentioned.
<ul style="list-style-type: none"> • The youth network and the National Societies' youth departments have been strengthened (these activities are closely linked to the non-violence project under the humanitarian values programme and to the HIV/AIDS project under the health programme).
<ul style="list-style-type: none"> • The incorporation of a gender perspective in National Society structures and programmes has been promoted (please refer to each programme for further information).

Project 2 - Argentine Red Cross

<ul style="list-style-type: none"> • The coordinating role of the national headquarters has been strengthened and the relationship with the branches has become more dynamic and creative.
<ul style="list-style-type: none"> • The efficiency and the integrity of the governance and the management of the National Society at all levels have increased.
<ul style="list-style-type: none"> • The development of programmes based on Strategy 2010 has been encouraged.
<ul style="list-style-type: none"> • The Argentine Red Cross public image has increased and there has been an increase in the human and material resources of the National Society.

Project 3 - Brazilian Red Cross

<ul style="list-style-type: none"> • The process of “institutional normalization” ie. revision of and adjustment to the legal framework of the Brazilian Red Cross has been initiated.
<ul style="list-style-type: none"> • A unified process in volunteer recruitment and promotion has been developed.
<ul style="list-style-type: none"> • A systematized fund-raising programme has been developed.
<ul style="list-style-type: none"> • A national project portfolio has been elaborated and the national development plan is being implemented.
<ul style="list-style-type: none"> • The external image of the Brazilian Red Cross and its internal communication with the state branches has improved.

Project 4 - Peruvian Red Cross

<ul style="list-style-type: none"> • The functioning and the efficiency of governance and management at all levels have increased.
<ul style="list-style-type: none"> • A management and administration system in the headquarters and in the branches has been implemented.
<ul style="list-style-type: none"> • Volunteer management has been improved.

Project 5 - Strengthened Volunteer Management

<ul style="list-style-type: none"> • The regional volunteer network is functioning well with a high degree of information exchange and sharing of experience.
<ul style="list-style-type: none"> • In all National Societies volunteer management is strengthened with a focus on training.
<ul style="list-style-type: none"> • In all National Societies volunteering is being promoted both internally and externally and the National Societies participate in the national volunteering fora.

Project 6 - Communications

<ul style="list-style-type: none"> • The communications departments of the National Societies have been strengthened and all have communications plans.
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<ul style="list-style-type: none">• The Long Distance Education Programme for Communicators has been implemented in one additional National Society in 2003 and the programme is consolidated in the Argentine, Bolivia and Venezuelan Red Cross Societies.
<ul style="list-style-type: none">• National Societies have participated actively in the annual Inter American Communications and Resource Development Forum.
<ul style="list-style-type: none">• National Societies' activities have been reflected on the Federation Secretariat's web page and on the Latin American web page.
<ul style="list-style-type: none">• National Societies have participated actively in the publication of the magazine "<i>Noticias de América Latina</i>", published twice a year.
<ul style="list-style-type: none">• The Federation's Communicators' Guide is used by the National Societies.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

[Focus on Bolivia 2003.](#)

[Focus on Brazil 2003.](#)

[Focus on Chile 2003.](#)

[Focus on Colombia 2003.](#)

[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

[Focus on Venezuela 2003.](#)

5. Federation Coordination [<Click here to return to the title page>](#)

Background and achievements/lessons to date

South America is a vast region and good knowledge of its characteristics and resources is necessary to be able to support Red Cross activities. The countries of the region have different social characteristics, but they share common problems given repeated, small-scale natural disasters, unequal, fragmented application of preventive health policies, violence, social inequalities and corruption. As regards the National Societies of the region, these have a very different degree of development of their capacities, social presence and resources; some National Societies have had, in recent years, or still have, internal problems that affect their integrity. Furthermore, donor interest in the region is slight, especially in the southern cone, and the majority of funding for the region is bilateral and is focused on the areas of disasters and health. Historically, the regional delegation has had very few resources, although it has been respected and well accepted by the National Societies, maintaining high standards as regards its capacity to advise and orient National Societies. The ICRC in the region works through two regional and three country delegations; five PNSs maintain regional offices in different countries of South America and regional organizations also have different sub regional structures compared to the Federation's regional delegation, presenting challenges as regards coordination.

With this background and inspite of difficulties, the regional delegation has developed its coordinating role. The focus has been placed on the following:

- Promoting and supporting regional programmes involving several National Societies in the areas of disaster preparedness, community health and school programmes (HIV/AIDS and non violence);
- Strengthening the ties between National Societies through the development of thematic networks as well as regional programmes and training workshops;
- Assessing and promoting the capacities of the National Societies through the identification of focal points in different areas;
- Promoting non traditional funding sources;
- Promoting and monitoring the CAS processes in Bolivia and Ecuador with an aim to improve the coordination of priorities and resources;
- Promoting the process of revision of Statutes (four National Societies are in the process of revising their Statutes, two have revised and approved new Statutes and two are reviewing the possibility of making further amendments to revised drafts in view of comments received from the Joint Commission) and of self assessments (five exercises were completed by 2002);
- Moving forward the "harmonization process" with the ICRC by planning meetings and periodic coordination meetings with the different delegations;
- Stimulating the coordination with PNSs with continuous contacts and information exchange, as well as support to PNSs present in the region.

The regional delegation has always striven to be a centre for coordination in the use of resources and for knowledge sharing. Since the beginning of 2000 it has been promoting and supporting a number of working groups, consultations and initiatives from the Federation's Secretariat, exploring the most appropriate role of the Federation Secretariat in the region's current socio economic, as well as taking into account the new international cooperation tendencies. The regional delegation has adapted its relations and working methods according the Federation's "*Change Strategy*" and the *Strategy for the Movement*" taking into account the roles of the different components of the Movement and seeking to ensure the added value of the Federation.

Another achievement in coordination has been reached in the area of disaster management by the consolidation of coordination mechanisms and protocols with PADRU. The training of regional intervention teams (RITS) composed of personnel from the National Societies is another example of the use of resources from the region. Additionally, the regional delegation has promoted delegates from

the region for international missions outside the Americas, and several candidates have been deployed. Unfortunately, the regional delegation did not have resources to carry out the planned Basic Training Course in 2002 and postponed it to 2003.

In November 2001, the American Regional Committee endorsed a plan of action based on the “*Santo Domingo Declaration*” which was approved at the last Inter American Conference in 1999. During the CORI meeting in January 2002 the following decisions were made;

- To disseminate and monitor implementation of the CORI plan of action;
- To draw up a new proposal for CORI rules and procedures to be approved at the CORI Conference of 2003;
- To prepare and organize the XVII Inter American Conference in Santiago de Chile in April 2003 to be held around the theme “Equity in Health: road to Development”.

In 2003, the delegation will focus on the preparation, the organization and follow up of the Inter American Conference and support to CORI. It will also be necessary to continue to promote the CAS processes in the region as well as regional meetings, especially with the presence of PNSs with an aim to elaborate a regional needs and resources map.

Overall Goal

The Red Cross in South America, as a collective entity, contributes effectively and efficiently to capacity building related to service delivery to the vulnerable in all four cores areas of *Strategy 2010*.

Programme Objective

The Federation Secretariat contributes to improve effectiveness and efficiency through increased cooperation and coherence.

Expected Results

The programme is made up of two components which will have the following overall results:

- The Federation Secretariat has coordinated and managed the CAS within the region and developed at least five partnerships and service agreements with partner National Societies in order to increase the effectiveness and efficiency of the support to the National Societies in the region.
- The Red Cross in the region is more effective and efficient as a result of the staging of the XVII Inter American Conference and the implementation of the agreements signed which has led to improved coordination and knowledge exchange.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

[Focus on Bolivia 2003.](#)

[Focus on Brazil 2003.](#)

[Focus on Chile 2003.](#)

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[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

[Focus on Venezuela 2003.](#)

6. International Representation [<Click here to return to the title page>](#)

Background and achievements/lessons to date

During the period up to the end of 2002, the Federation's regional delegation for South America carried out its mandate to represent the Secretariat at the international level in the following ways:

- Through contacts with governments in South America; especially in Argentina as a result of the social and economic crisis and in Peru given the transfer of the regional delegation from Buenos Aires to Lima scheduled for 2003;
- Through contacts with main inter governmental, non governmental and donor organizations. In the year 2002, this included working together closely with PAHO both at a country and regional level. For instance PAHO's South American regional office in Quito was an important actor in the health in emergencies workshop held in August 2002. Furthermore, a meeting was held from 23 to 25 October in Santa Cruz de la Sierra, Bolivia, between representatives of PAHO, the Ministries of Health and the National Societies of the ten countries of the region with a view to ensuring a coordinated health agenda for South America. Another important contact in the area of health and HIV/AIDS is REDLA+. The regional delegation worked closely with the America region's coordinator based in Buenos Aires and the delegation facilitated the working relationships between the National Societies and the national REDLA+ representatives. In the area of disaster management, working relationships were established mainly at a country level; in Bolivia for instance, cooperation took place with PAHO and Oxfam. In disaster situations, working relationships were established with a number of NGOs such as CARE, Save the Children and Caritas. The regional delegation has also maintained working relationships with ECHO representatives in the region. In 2002 the regional delegation approached a number of Embassies in Argentina as a result of the social crisis and initiated a close working relationship with the New Zealand Embassy which began to fund micro projects in the framework of the Camalote project in Argentina and Paraguay;
- In the case of the UN Economic Commission for Latin America and the Caribbean, ECLAC, based in Santiago de Chile, the regional delegation, together with the Chilean Red Cross, have maintained continuous contacts;
- Through contacts with the private sector; for instance Tetra Pak contributed to the Amazonico programme and Danone supported the Argentine Red Cross social crisis operation.

The above mentioned contacts have been made mainly on an ad hoc basis as opportunities have emerged, rather than according to a strategic plan, with the exception of coordination with PAHO which forms part of the health strategy for the Americas, and contacts with REDLA+ as part of the regional HIV/AIDS plan agreed by the National Societies. The regional delegation is aware of its shortcomings in relation to international representation, but given the vast territory the delegation is covering with scarce human resources, it has not been possible to achieve more. An example of the level of complexity is provided by the structure of cooperation within the Movement where the regional delegation in Buenos Aires has working relationships with ICRC delegations: the regional delegation for the Southern Cone in Buenos Aires, the regional delegation in Caracas and the country delegations in Brazil, Colombia and Peru. In addition, and given the difficult funding situation for some countries in the region, the regional delegation has not sufficiently benefited from the opportunities offered by the private sector.

In 2003 when the regional office in Lima will be in place with the sub-regional office in Buenos Aires, there is a potential for private sector funding to be developed in a more systematic way. In addition, the Inter American Conference with a focus on health and disasters to take place in Santiago de Chile in April 2003 will provide an opportunity to agree with National Societies on a strategy for international representation. PAHO is involved in the preparations of the conference. In the area of disaster

management, a strategy to better benefit from contacts and cooperation with relevant organizations is already in place and agreed with Pan American Disaster Response Unit. In 2003 the regional office will continue to promote and further develop activities and contacts at the representational level on significant dates during the year, such as the International Red Cross and Red Crescent day, World AIDS day and International Volunteering day as well as the dates for the launch of the Federation's World Disasters Report, emergency appeals and campaigns to mobilize support.

Overall Goal

The National Societies in the region form effective partnerships and alliances to respond to the needs of the most vulnerable, promote their interests at the national, regional and international levels with coordination and technical support from the Federation's Secretariat through its regional resources.

Programme Objective

The Federation will have achieved heightened awareness of its aims, and will have mobilized support for Red Cross activities at national and regional level in core areas of *Strategy 2010*.

Expected Results

The programme consists of five components which will have the following overall results:

- The Federation has created a coordination link with ECLAC through its structure in South America;
- The National Societies, supported by the Federation Secretariat, have established contacts with representative offices of UN agencies, funds and programmes, as well as other international organizations, to explore cooperation;
- The Secretariat of the Federation has explored the potential for cooperation between the Red Cross and regional and sub-regional organizations in South America;
- The National Societies of the region articulate the major concerns of the most vulnerable within the four core areas of *Strategy 2010*, to be consolidated by the Federation Secretariat as part of the basis for building advocacy initiatives at regional and international level;
- The National Societies and the Federation Secretariat are building a better understanding of the potential sources of financial, technical and other forms of support for activities and capacity building in National Societies.

For more in-depth information on the Red Cross' strategy in various countries in South America, please click below

[Focus on Argentina 2003.](#)

[Focus on Bolivia 2003.](#)

[Focus on Brazil 2003.](#)

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[Focus on Colombia 2003.](#)

[Focus on Ecuador 2003.](#)

[Focus on Paraguay 2003.](#)

[Focus on Peru 2003.](#)

[Focus on Uruguay 2003.](#)

[Focus on Venezuela 2003.](#)

7. Field Management programme

Background and achievements/lessons to date

The regional delegation for South America, based in Buenos Aires, was established in 1994 when it was 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. The delegation currently supports all countries in South America except for the Guayanas.

From 2000 the regional delegation has been functioning out of two offices: the regional delegation in Buenos Aires which has been in charge of general regional management and support and organizational development, with a total of three delegates, and an office in La Paz, Bolivia, in charge of the areas of health and care and disaster preparedness and response, with a total of two delegates and one trainee delegate. In the beginning of 2002, the delegation continued to retain an office for the coordination of the Zona Andina disaster preparedness programme in Quito, Ecuador, and a liaison office in Bogota, Colombia, and was opening a new liaison office in Rio de Janeiro, Brazil. In February 2002 the office in Peru, set up following the earthquake in June 2001, was closed.

Year 2002 has been a year of changes for the regional delegation:

- All regional delegates have ended their missions. The liaison delegate in Colombia also ended her mission and there has been no Secretariat presence in Colombia since June 2002. The Brazil liaison delegate will complete his contract at the beginning of 2003;
- Some positions have been vacant for some time, for instance a regional organizational development position was open over seven months, which has naturally affected the plan of action of the regional delegation;
- Since May, the regional disaster preparedness and response delegate and the coordinator of the Andean community based disaster preparedness programme were transferred to Buenos Aires from La Paz and Quito;
- Local staff numbers in Buenos Aires were reduced and some persons moved to Lima as regionally recruited delegates to the new regional office.

In 2002 the Federation made achievements in the following areas;

- The recovery process initiated in Brazilian Red Cross after more than a decade of internal conflicts. The incorporation of a liaison delegate was paramount and Federation presence will be fundamental in the years to come;
- The system of meetings and agreements with the ICRC within the framework of the "harmonization process". For instance, a tripartite letter of intent with both institutions and the Peruvian Red Cross was signed in May 2002;
- Further systematization of cooperation with bilateral PNSs in the region.
- The regional delegation's full integration in the systems of the regional finance unit (RFU) based in Guatemala and the development of new procedures;
- Continued coordination with the regional reporting unit (RRU) based in Guatemala, which has led to a considerable improvement in reporting.

The crisis in Argentina has had special impact on the work of the regional delegation, especially in the area of finance because of the new monetary norms and the major changes in bank and currency regulations, which are still causing uncertainty, although all issues affecting the regional delegation could be resolved with the Argentine government.

During 2002 the team in the regional delegation worked in line with the Federation's plans to implement its "change strategy" globally by delegating more authority and responsibility to the regions, consulting National Societies and presenting proposals for the new field structure which started to be implemented in the last quarter of 2002. Activities include:

- Negotiations of a Federation status agreements with the Peruvian government;
- The drawing up of a field structure and an organigram for South America;
- Financial analysis of the move of the regional delegation to Lima and the establishment of the sub regional office in Buenos Aires housed in the Argentine Red Cross premises;
- Changes in the area of human resources and services; changing and ending contracts;
- Renting of new offices in Lima;
- Renovation of office space in the Argentine Red Cross.

The new core field structure with a regional office in Lima staffed with technical delegates specialized in each of the core areas of *Strategy 2010* and a sub regional office in Buenos Aires covering the southern cone will place human resources in close proximity to the National Societies. The offices in Brazil and in Colombia are programme-related and the presence will depend on the programme development and Federation's future decisions on involvement in these countries.

Overall Goal

The Federation assists the National Societies of the region effectively in achieving their institutional and programmatic goals, in line with *Strategy 2010*.

Programme Objective

The Federation's new structure, management and programmes successfully meet three key priorities: building National Society capacities, raising the international profile and resource base, and working together effectively.

Expected Results

The programme is made up of five components which have the following overall results:

- Sustainable and effective services are provided to all National Societies.
- The new structure of the Federation is completed. This enhances relationships with the National Societies.
- The requirements established for the elaboration of narrative and financial reports are met in the region with the support of the FRU and the RRU.
- Federation programmes and activities are managed effectively and efficiently throughout the region, in line with agreed priorities, *Strategy 2010* and the CAS in the region.
- Effective coordination between all partners - including National Societies, the ICRC and external partners is achieved.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.51/2003

Name: South America regional

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	10,200	0	0	0	10,200
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	10,000	0	0	0	10,000
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	20,200	0	0	0	20,200
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	5,500	0	0	0	5,500
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	5,500	0	0	0	5,500
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	8,064	0	1,512	1,512	11,088
TRANSPORT & STORAGE	0	0	8,064	0	1,512	1,512	11,088
Programme Support	73,090	86,525	62,025	16,323	14,416	9,381	261,759
PROGRAMME SUPPORT	73,090	86,525	62,025	16,323	14,416	9,381	261,759
Personnel-delegates	518,400	403,200	230,400	172,800	37,540	86,400	1,448,740
Personnel-national staff	80,125	60,120	142,363	0	18,253	17,447	318,308
Consultants	13,500	0	0	0	0	0	13,500
PERSONNEL	612,025	463,320	372,763	172,800	55,793	103,847	1,780,548
W/shops & Training	227,491	67,637	106,208	15,000	46,637	13,491	476,463
WORKSHOPS & TRAINING	227,491	67,637	106,208	15,000	46,637	13,491	476,463
Travel & related expenses	30,676	29,904	50,611	0	13,440	0	124,630
Information	61,698	87,141	35,587	32,000	3,000	0	219,425
Other General costs	119,476	596,630	293,267	15,000	86,992	16,088	1,127,452
GENERAL EXPENSES	211,850	713,675	379,465	47,000	103,432	16,088	1,471,508
TOTAL BUDGET:	1,124,456	1,331,157	954,225	251,123	221,790	144,319	4,027,067