

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

SOUTH AMERICA

Appeal no. 05AA044

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

[Click on figures below to go to the detailed budget](#)
[Click on title to go to programme narrative](#)

Programme title	2005 in CHF
Programme support, Well-Functioning National Societies	
Health and Care	516,740
Disaster Management	595,583
Humanitarian Values	243,818
Organizational Development	1,175,252
Working together effectively in South America	
Coordination, Cooperation, Representation and Strategic Partnerships	477,674
Total	3,009,065

¹ Identified in blue in the text

The Americas

Latin America and the Caribbean continue to face many challenges, particularly widespread poverty, inequality, migration, urbanization, social unrest and vulnerability to natural disasters. The Federation's Appeal objectives for the Americas for 2005 focus on the core programme areas of health, disaster management, humanitarian principles and values and on organizational development. These objectives are in harmony with the Millennium Development Goals seeking to "eradicate extreme poverty and hunger", to "promote gender equality and empower women" and in the area of health aiming to "reduce child mortality" to "improve maternal health" and to "combat HIV/AIDS, malaria and other diseases".

Over the last decade, the frequency of natural and man-made disasters has increased in the Americas and although the number of victims has decreased significantly, the number of those affected continues to rise steadily. The 2004 hurricane season in the Caribbean has proved to be one of the most deadly. Hurricanes Charley, Frances, Ivan and Jeanne have caused catastrophic levels of damage to infrastructure, resulting in the loss of homes and livelihoods for hundreds of thousands of people, posing threats of food insecurity and raising levels of vulnerability. In the Americas an integral disaster management system continues to be developed in order to ensure effective response to disasters through global mechanisms, the Pan American Disaster Response Unit (PADRU) and regional resources. A key element of this system are the Red Cross National Societies which, through their branch network, are striving to reach vulnerable communities to help prepare them in the event of disaster, to avoid loss of life and livelihoods, and to mitigate the potential effects of common hazards. A major focus of the Appeals is working together with communities in order to strengthen them in the face of potential disasters.

Socio-economic trends are fuelling the spread of the HIV/AIDS epidemic in the Americas, particularly in the Caribbean where the Red Cross is playing a key role in raising awareness and placing the fight against the disease at the top of humanitarian agendas. Uneven distribution of wealth and marginalization of ethnic minorities increase levels of poverty in certain layers of the population, which has a direct impact on access to health services. In line with the initiative towards "scaling up in health", Red Cross Societies are working to enhance capacities of their health departments in order to reach those in need and increase equity in health. In addition, Red Cross anti-stigma campaigns and advocacy efforts speak out against discrimination and marginalization, particularly associated with HIV/AIDS related stigma. Innovative projects seek to reduce youth violence and gender discrimination as well as to reach ethnic minorities.

The Red Cross in Latin America and the Caribbean is evolving in order to meet the humanitarian challenges and to better target its work. A major focus on networking and peer support aims to promote best practices and to enhance organizational learning. The Communications Forum, promoting capacity in communications, is an example of such a successful initiative together with the regional health networks, the youth network and the organizational development practitioners' networks. The Inter American Regional Conference has developed a Plan of Action in order to reflect the undertakings of the Santiago de Chile Commitment of April 2003. The Plan of Action reiterates the priorities laid down in Strategy 2010. It also stresses the need for achieving strategic alliances with partner organizations and for National Societies to engage in change processes and outlines the significance for the Americas of the concept of integrated community programmes which seek to reach vulnerable communities through strengthened branch networks and enhanced mobilization of volunteers. Implementation of the plan of action will be monitored by the National Societies in the Americas through newly-developed web-based evaluation tools.



The Federation Secretariat's permanent structure in support of the National Societies in the Americas is based on two Regional Delegations: the Panama Regional Delegation, with a Sub Regional Office in Port of Spain, Trinidad, and the Lima Regional Delegation, with a Sub Regional Office in Buenos Aires, Argentina. The Pan American Disaster Response Unit (PADRU) ensures technical support and coordination of disaster management in the entire region. Support to finance and reporting is ensured by the respective regional units based in Panama. There is a fully-fledged Federation Delegation in Haiti and Federation representatives are present in Colombia and Guatemala.

Regional Context

Inequality continues to be the greatest challenge in South America, as many in the region do not have access to health services, clean water or education. The gap between the rich and the poor in the region remains the widest in the world, as indicated by the Gini index in the United Nations Development Programme's human development report.

Country	HDI rank 2003	HDI rank 2004	Life expectancy at birth (years)	Adult literacy rate (% ages 15 and above)	GDP per capita (PPP USD)	Inequity measures (Gini index)
Argentina	34	34	74.2	97.0	10,880	55.2
Chile	43	43	76.1	95.7	9,820	57.1
Uruguay	40	46	75.3	97.7	7,830	44.6
Venezuela	69	68	73.7	93.1	5,380	49.1
Brazil	65	72	68.1	86.4	7,770	59.1
Colombia	64	73	72.2	92.1	6,370	57.6
Peru	82	85	69.8	85.0	5,010	49.8
Paraguay	84	89	70.9	91.6	4,610	56.8
Ecuador	97	100	70.8	91.0	3,580	43.7
Bolivia	114	114	63.9	86.7	2,460	44.7

Source: United Nations Development Programme Human Development Report 2004

 High human development countries
 Medium human development countries

Social unrest is a worrying problem in the region, particularly in the Andean highlands of southern Peru and northern Bolivia, where social confrontation is fuelled by widespread corruption, making it difficult for authorities to govern at the local level. A similar threat is present, although on a smaller scale, in Ecuador and to some extent in Paraguay. In addition, the humanitarian situation in Colombia continues to be threatened by the long-standing armed conflict in the country, particularly for vulnerable groups in rural areas. Although a potential crisis was averted in Venezuela, where the democratic referendum to oust the nation's president was held without any major clashes, the country remains deeply divided.

Although 2004 has been a relatively quiet year in terms of natural disasters, South America is prone to seismic eruptions, floods, landslides and volcanic eruption. Damage caused by these disasters has increased in recent years due to population movements, urbanization, deforestation, land erosion and internal armed conflicts.

Red Cross and Red Crescent Priorities for 2005

The 2003 – 2007 Plan of Action of the XVII Inter American Conference approved in 2003 in Santiago de Chile, represents the link between the Federation's *Strategy 2010* and the strategic plans of each National Society and clearly sets the path for the region. The Plan of Action provides an excellent opportunity to strategically position the ten National Societies in the region as key partners for their governments, while at the same time positioning the Red Cross as a whole as a credible partner for regional initiatives. Progress in the priority areas highlighted by the *Santiago de Chile Commitment* is being continually monitored and evaluated through the Plan of Action, as well as through a monitoring and evaluation toolkit that has been made available to all National Societies in the region.

In 2005, the Federation will provide support to the National Societies in the region in the implementation of the Americas' health strategy, *'Equity and health in the Americas'*. The health activities, which need wider social mobilization beyond the traditional volunteers, will take full advantage of the excellent working relationship with the Pan American Health Organization (PAHO) within the existing strategic alliance and will include integration with other programme areas, in particular disaster management and organizational development.

The Cooperation Agreement Strategy (CAS) process promotes the maximum alignment of all partners, including the Federation Secretariat, Partner National Societies, the ICRC and non Red Cross/Red Crescent partners, around the strategic priorities of a National Society. The CAS processes in Ecuador, Bolivia, Colombia and Argentina have been complementing the overall approach to working as a Federation in the region. Meanwhile the excellent working relationship in the field with the ICRC is strengthening the harmonization process between the two institutions.

Strategic planning cycles have been completed in six National Societies, and three more are underway. National Development Plans and strategic plans are focused on the Inter American Plan of Action. 2005 will also focus on

developing financial resources and on the recruitment and retention of new volunteers that the community work requires.

Strengthening National Societies

All of the Federation's programmes to strengthen the National Societies share a common goal:

Goal: The National Societies in the region are implementing efficient, responsive and focused programmes which contribute to improving the lives of vulnerable people.

Health and Care

This relates to the Inter American Plan of Action's objectives 3, 5 and 13

Background and achievements/lessons to date

Health indicators in Latin America have generally improved over the last decade, but increasing disparities persist between and within different countries, with large minorities often being excluded from access to health services. Although the HIV prevalence in the region remains relatively low, it is a growing problem as the epidemic continues to spread through sexual transmission and the use of intravenous drugs. According to the UNAIDS 2004 Report on the global AIDS epidemic, "Low national prevalence hides some serious local epidemics. For example, in Brazil (the region's most populous country), national prevalence is below 1%, but in certain cities 60% of injecting drug users are infected with HIV." The effects of the disease are deeply interwoven with prejudice, stigma and discrimination against people living with AIDS and their families.

Country	% Population with access to safe water (2000)	Infant mortality rate (per 1,000 live births)	Maternal mortality ratio (per 100,000 live births)	% births attended by skilled health personnel	% population with access to essential drugs	HIV prevalence (% ages 15-49)
Argentina	94 (1990)	20	82	98	50-79	0.7
Bolivia	83	56	420	69	50-79	0.1
Brazil	87	38	260	88	0-49	0.7
Chile	93	12	31	100	80-94	0.3
Colombia	91	26	130	86	80-94	0.7
Ecuador	85	41	130	69	0-49	0.3
Paraguay	78	37	170	71	0-49	0.5
Peru	80	33	410	59	50-79	0.5
Uruguay	98	13	27	100	50-79	0.3
Venezuela	83	19	96	94	80-94	0.7

Source: United Nations Population Fund 2004 Annual Report and United Nations Development Programme Human Development Report 2004

The health strategy 'Equity and health in the Americas' and the Red Cross health network help to create a common vision within health programmes across the region. With support from the Regional Delegation, the National Societies of Bolivia, Chile, Colombia, Ecuador, Peru and Venezuela have taken part in the building of the regional disaster preparedness strategy for the health sector, within the framework of the Andean health organization's Convenio Hipolito Unanue, which helps strengthening the strategic position of the Red Cross in the continent.

Funding for the regional health and care programme in 2004 came from the Swedish Red Cross and the UK Department for International Development (DFID). In 2005, additional funding will be needed in order to achieve the planned expected results.

Focus for 2005

Support to programmes will focus on the gradual continuation of the implementation of the regional health strategy, strengthening the capacities of National Societies to enhance and increase the impact of community health programmes. A particular focus will be placed on the Red Cross Societies of Argentina, Bolivia, Colombia, Chile, Ecuador and Peru. A key aspect of the health programme will be the implementation of the community integrated programme approach to community work. The Regional Delegation will also continue supporting the National Societies' needs assessments in water and sanitation, using the initial mapping of existing resources and capacities carried out in 2004. Throughout the year, special attention will be devoted to the co-organization of the 12th International Conference for People Living with HIV/AIDS and the 7th International Conference on Home and Community Care for People Living with HIV/AIDS, due to take place in Lima in November 2005.

Health and Care Programme Objective:

The National Societies in the region contribute to the improvement of overall health conditions of vulnerable people through an integrated approach in line with the *Plan of Action of the Inter American Conference*.

Project Objectives under this programme are:

1. The capacity and partnerships of the South American National Societies' health departments are strengthened in line with Strategy 2010 and the Santiago de Chile Commitment, and community health interventions and social mobilization initiatives are boosted, in coordination with the organizational development programme.
2. The National Societies in South America scale up the contribution to the fight against HIV/AIDS and related diseases, stigma and discrimination in partnership with REDLA and local People Living with AIDS (PLWA) associations both preparing for and following up on the GNP+ and home based care meetings in November 2005 in Lima.

Expected results under each project objective are: ([Click here for detailed information and log frame](#))

Strengthening of National Societies' Health Capacities

1. *National Societies' health programmes are updated and strengthened in line with Strategy 2010, the Plan of Action of the Inter American Conference and the Health Strategy for the Americas.*
2. *National Societies have scaled up their health activities and achieved a higher level of quality in public health service delivery, making use of management procedures, knowledge and standardized tools, are supported with the necessary resources to carry out their activities through social mobilization and are well coordinated with other health stakeholders in each country, such as Partner National Societies, the Pan American Health Organization (PAHO) and key donors.*
3. *The South America health network is consolidated and experiences and approaches are being exchanged.*
4. *Cooperation between National Societies' health departments, local branches and other programme areas has been strengthened with the support of organizational development initiatives.*
5. *Strategic alliances with the Ministry of Health (MoH), PAHO, UNICEF and other organizations working in the area of health are enhanced.*
6. *National Societies have included a gender perspective in their health programmes.*
7. *National Societies are carrying out important health awareness raising campaigns, disseminating their community health and community development experiences through Federation web sites.*
8. *National Societies are implementing community health interventions in the areas of integrated management of childhood illnesses (IMCI), water and sanitation, malaria, dengue fever and measles.*
9. *National Societies have the capacity to recruit, manage and maintain a pool of volunteer blood donors contributing to a safe and adequate blood supply.*
10. *National Societies have integrated first aid within their community health activities as well as in regional community development programmes and disaster response operations.*

HIV/AIDS

1. *National Societies in South America have strengthened their capacity to work in the area of HIV/AIDS.*
2. *National Societies have contributed to the reduction of stigma and discrimination in the community.*
3. *National Societies have contributed to improving the quality of life of persons affected with HIV/AIDS.*

Disaster Management

This relates to the Inter American Plan of Action objectives 1, 2, 5 and 13

Background and achievements/lessons to date

The South American region is vulnerable to various natural disasters, including floods, earthquakes, volcanic eruptions, cold waves and droughts, the effects of which are exacerbated by socio-economic factors such as poverty, social unrest and armed conflicts. A major effort was carried out by National Societies in order to strongly position the Red Cross network as one of the first and key actors in disaster management in the region, with support from the Regional Delegation. The Red Cross' regional strategy and the Inter American Plan of Action were widely recognized as important tools and served to open coordination between the Red Cross and government and UN agencies in South America. The Red Cross' role in the Andean health organization's Hipolito Unanue agreement and the strategies of the Andean committee for disaster preparedness and response (CAPRADE) are examples of the Red Cross' integration into regional disaster management mechanisms. Important progress was also made in the harmonization process between the ICRC and the Federation in response to the social unrest in Colombia and Bolivia. Although the programme received funding from the Swedish Red Cross and DFID in 2004, coverage of the appeal was insufficient (58 %), hampering the achievement of some activities.

Focus for 2005

In line with the Inter American Conference Plan of Action, and based on the priorities identified during the yearly meeting of the ten National Societies' disaster management directors, support to programmes in 2005 will continue to focus on strengthening the National Societies' disaster management departments' capacities to respond to disasters and working jointly with the organizational development programme. The disaster management programme will promote an integrated approach, including networking at the local and regional level, advocacy, training, best practices and risk management. All community based disaster management work will be based on Local Development Plans and participatory needs assessment, thus reinforcing the link between disaster management and health, and the use of a community development approach. The Lima Regional Delegation will continue its participation in the implementation of the Andean regional strategy for health in disasters, promoting a similar strategy in the Southern cone of the continent. In addition, in close collaboration with PAHO, the strategic frameworks with partners (CAPRADE, Hipolito Unanue) developed during 2004 will be strengthened during 2005.

Based on the experiences gained during 2004, the harmonization of ICRC and Federation tools will continue in Colombia and Bolivia, including the ICRC's Safer Access tool, contingency planning, the Better Programming Initiative and others. These tools will help the National Societies to respond to social unrest and internal conflict. The Lima Regional Delegation will also carefully analyse the capacities of these National Societies to respond to violent situations in their countries.

Ensuring the appropriate use of the capacities and resources of the Pan-American Disaster Response Unit (PADRU), the regional delegation intends to facilitate and promote the full potential of the Red Cross network's capacities in disaster management in the region. The International Disaster Management and Leadership Diploma, an initiative of PADRU, will strengthen human resources in the region. The Regional Delegation will work closely with the European Union's disaster management programme (DIPECHO) to implement specific disaster management projects. The Red Cross is also looking at developing projects with the Swiss Agency for Development and Cooperation in 2005. The Federation will also work closely with the local media, including inviting local communicators to participate in National and Regional Intervention Team workshops, in order to ensure that important information about disaster prevention and preparedness is shared with the public.

Disaster Management Programme Objective:

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

Project Objectives under this programme are:

1. National Societies in the region will increase community awareness of risk factors through community based disaster preparedness and risk management.
2. National Societies will have consolidated an integrated disaster management system.

Expected results under each project objective are: ([Click here for detailed information and log frame](#))

Community Based Disaster Preparedness

1. *National Societies and local branches have a model for community based interventions integrating all the essential areas.*
2. *Potential risks are assessed within the assisted communities.*
3. *National Societies in the region have consolidated and reviewed projects and activities at the community level with Partner National Societies and other agencies.*

Integrated Disaster Management

1. *Six National Societies in the region have updated their disaster management plans, aligning them with the plans of their respective governments.*
2. *Disaster Management tools have been harmonized.*
3. *By the end of 2005, National Societies' volunteers and staff are technically trained in disaster management enhancing their response interventions.*
4. *National Societies in the region have improved their public image and the dissemination of key humanitarian messages.*
5. *National Societies have adopted the use of tools and methodologies such as the Better Programming Initiative and the ICRC Safer Access Module, as appropriate.*
6. *National Societies have developed national and regional networks promoting cooperation and mutual support to assist vulnerable communities in risk reduction and to respond efficiently in cases of disasters and rehabilitation.*
7. *Rehabilitation, reconstruction and development activities have been integrated within the initial stages of disaster response interventions, based on Vulnerability and Capacity Assessments (VCA) and the SPHERE standards.*

Humanitarian Principles and Values

This relates to the Inter American Plan of Action objective 4.

Background and Achievements/ Lessons to date

The Inter-American Plan of Action has placed the promotion of humanitarian values at the forefront of the Red Cross' work in the region, as the Plan of Action clearly identifies the fight against HIV/AIDS-related stigma, promotion of the rights of immigrants, displaced persons and minorities, and efforts to combat social violence as priority areas. Anti-stigma campaigns in the region started three years ago, and have been strongly supported by National Society youth, governance and volunteers. In South America, a pilot project to reduce gender discrimination was initiated in Rosario de la Frontera, in the province of Salta in northern Argentina in 2004, with support from the Swedish and Finnish Red Cross Societies, and will be continued and expanded during 2005.

Focus for 2005

In line with the Inter American Plan of Action, the Regional Delegation will continue focusing on three key areas that were chosen by the National Societies as priority areas:

- Social violence and discrimination
- HIV/AIDS stigma
- Gender violence

The Federation will support the National Societies in these areas through the *Education for Peace* and *Live Positive* campaigns. The Federation will also promote the participation of people living with HIV/AIDS and Red Cross youth in the two conferences to be held Lima in November 2005: the *12th International Conference for People Living with HIV/AIDS* and the *7th International Conference on Home and Community Care for People Living with HIV/AIDS*. Continuous support will also be provided to the youth network, including gender issues in National

Society policies, and building the capacities of Red Cross youth to work with peers. The pilot initiative on gender violence will be replicated, and will need continuous support during 2005, including the gender violence pilot experience in Argentina which will be continued, systematized and replicated. In addition, a regional review of the gender balance of the ten National Societies, originally done in 2000, will be carried out again in 2005.

Humanitarian Values Programme Objective:

National Societies disseminate and promote the Movement's Fundamental Principles and Humanitarian Values and encourage peaceful co-existence, solidarity, mutual respect and equal opportunities for men and women.

Project Objectives under this programme are:

1. National Societies promote respect, solidarity and peaceful co-existence among children and youth in schools and communities.
2. Strengthened and committed National Societies will have raised awareness within the population in relation to the stigma associated with HIV/AIDS and will have promoted respect for people living with HIV/AIDS.
3. National Societies respect gender equity within their organization and contribute to lessening the consequences of gender discrimination and gender violence.
4. The regional youth network is strengthened and is capable of contributing to solving the problems faced by children and youth in the region.

Expected results under each project objective are: ([Click here for detailed information and log frame](#))

Education for Peace

1. *A culture of peace, solidarity and peaceful co-existence is promoted between children and youth through continuous work with Red Cross youth in schools in close coordination with the ICRC.*
2. *The image of the Red Cross Movement is strengthened and a culture of peace and peaceful co-existence is promoted through a regional humanitarian awareness "non-discrimination" campaign in close cooperation with the ICRC.*
3. *The communications departments have been strengthened with regard to the dissemination of the Movement's Fundamental Principles.*

Live Positive

1. *Awareness is raised amongst the population with regard to HIV/AIDS related stigma and respectful attitudes towards people living with HIV/AIDS are promoted.*
2. *The National Societies in the region have the capacity to participate in and facilitate work carried out in coordination with networks of people living with HIV/AIDS.*
3. *The international conference on people living with HIV/AIDS and home-based care takes place in Lima in 2005 with the participation and active support of the regional delegation and the National Societies.*
4. *Dissemination takes place and articles are published on the Federation's web page.*
5. *Links with journalists have been created and strengthened at both regional and national levels, reinforcing the Red Cross image.*

Gender Violence

1. *The National Societies are aware of the situation with respect to gender equity within their organizational structure and with respect to the implementation of their programmes.*
2. *The National Societies work towards achieving a more equitable organizational structure for men and women.*
3. *The National Societies include a gender perspective in their programming.*
4. *The National Societies implement pilot community projects which aim to reduce the vulnerability of people*

exposed to situations of gender violence.

Youth Network

1. *The network performs its functions in a well planned and coordinated manner.*
2. *Youth programme managers and volunteers are better trained.*
3. *The network is recognized and supported by the Movement.*
4. *The actions of the network are visible within the Movement and in communities.*

Organizational Development

This relates to the Inter American Plan of Action objectives 5 and 7

Background and Achievements/ Lessons to date

The overall organizational development process is well underway in South America as the National Societies in the region develop the characteristics of well-functioning National Societies. Of the ten National Societies in the region, eight now have revised Statutes, six have strategic plans with three more in progress, and seven National Societies have a clear separation of the roles of governance and management. In addition, the majority of National Societies have implemented administrative software packages. The Inter American Plan of Action is promoting a strategic focus and common vision, and its monitoring tool is encouraging National Societies to examine the impact of their initiatives and programmes. The Federation/ICRC harmonization process has provided an excellent framework for improving coordination of support to National Societies.

Several interesting initiatives are underway in the area of volunteer promotion and development, as the traditional profile of Red Cross volunteers is evolving. A volunteer management toolkit has been developed by the American Red Cross and includes two case studies from the region: Argentina and Venezuela. The Argentina case study analyzes the experience of volunteer management during the Santa Fé floods emergency in 2003. The Venezuela case study looks at the National Society's experience in recruiting new volunteers from the private sector, specifically with the Banesco bank and Procter & Gamble. Through this volunteer recruitment campaign, members of the private sector can become Red Cross volunteers for the National Society's community disaster preparedness and health programmes. The Venezuelan Red Cross is taking the lead role in the region in this human resources strategy. In addition, the volunteer network was re-launched at the end of March.

Funding for the organizational development programme is being provided by the Italian, Spanish and Swedish Red Cross Societies, the Federation's Capacity Building Fund, DFID and the ICRC. It is worth mentioning that the harmonization process ICRC / Federation has been providing the framework for radically improved coordination of Organizational Development work in support of National Societies.

Focus for 2005 onwards

In the 2005, the focus will be on ensuring long-term sustainability for the Red Cross's programmes in the region by increasing the National Societies' capacities to raise funds locally and diminishing the region's dependence on international cooperation while increasing its volume. The National Societies in South America encounter serious difficulties in raising funds in their countries. Despite some isolated good results, there is generally a lack of strategic approach to fundraising, coupled with an excessive dependency on international cooperation. The Regional Delegation has therefore presented a four-year work plan to address this problem. In 2005, a baseline in fundraising for the whole region will be collected and technicians from some of the National Societies will be trained in fundraising. Experiences gained in distance learning and online leadership training will be applied in this area.

Special attention will be devoted to promoting the Red Cross' work at the community level and encouraging innovations in volunteer recruitment and retention to ensure that the Red Cross is positioned to respond to the region's humanitarian challenges. Initiatives to include non-traditional volunteering in some countries, as Venezuela, clearly indicate the existing opportunities to break the pattern of traditional volunteering categories, and to focus on the increase of quantity and diversity of volunteers to face the new challenges of the third millennium. The project has been supported by the Swedish Red Cross. In 2005, funding for this area will be considered a

priority. The Federation will also support the work and capacities of the network of organizational development practitioners.

National Development Plans or strategic plans will be made operational in Argentina, Bolivia, Brazil, Ecuador and Peru, in close coordination with the ICRC. The Federation will also support the strategic planning process in Chile, Colombia, Paraguay and Venezuela. Local Development Plans will be supported in branches of six National Societies: Argentina, Bolivia, Brazil, Colombia, Ecuador and Peru.

Organizational Development Programme Objective:

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

Project Objectives under this programme are:

1. National Societies in the region are oriented towards strategic objectives that are in line with *Strategy 2010* and are focused on results applicable across all levels of the organization.
2. National governmental institutions, the Federation and the National Societies in South America themselves are well aware of their current strengths and weaknesses in resource mobilization and by 2007, all National Societies will have implemented stable and long-term fundraising systems, allowing them to sustain their infrastructure.
3. The ten National Societies in the region will have volunteers who participate in decision-making and develop volunteering initiatives according to regional and national plans.

Expected results under each project objective are: ([Click here for detailed information and log frame](#))

Strategic Planning

1. *In five National Societies: Argentina, Bolivia, Brazil, Ecuador and Peru, National Development Plans /Strategic Plans have been rendered operational.*
2. *The change process in the Venezuelan Red Cross is being implemented.*
3. *National Development Plans/Strategic plans have been revised in Chile, Colombia and Paraguay.*
4. *The scale-up in health has an impact on the capacity building of the five involved National Societies, and the learning process is systematized and shared.*
5. *The organizational development practitioners’ network is established.*

Financial Resource Mobilization

1. *Strengths and weaknesses of each National Society in South America in the area of resource mobilization are identified.*
2. *A working group is established through which objectives are agreed and results are obtained and shared regarding the strengthening of resource mobilization capacities in the region.*
3. *Financial managers in the assisted National Societies are trained to prepare budgets, including forecasts of funding sources and use of funds required for the implementation of planned activities.*
4. *Financial managers in the assisted National Societies are able to develop national funding plans with fundraising targets to ensure the full implementation of their plans of action.*
5. *Financial managers in the assisted National Societies know and apply marketing techniques and strategies for fundraising.*

Volunteer Management

1. *The National Societies in the region have efficient systems to manage volunteers and human resources according to national priorities by the end of 2007.*
2. *The Federation’s volunteering policy is applied, national policies are developed and volunteer duties and*

rights are included in the Statutes and rules of the National Societies.

3. *Comprehensive training of volunteers has been standardized and implemented by all National Societies.*
4. *The number and diversity of volunteers are increased in all National Societies as a result of the promotion of volunteer actions.*

Community Integrated Programming

This relates to the Inter American Plan of Action objectives 5 and 7

Background and Achievements/ Lessons to date

Since 1998, the Regional Delegation has been promoting innovative regional programmes to build experiences and capacities in working with communities. In 2003, in an annual meeting, experiences were systematized in a document called “Lessons learned” and a decision was taken to request a formal evaluation of the programmes. The need for a Federation policy and a harmonized approach for community development have been identified.

The 2003 – 2007 Inter American Plan of Action includes integrated community programming as an innovative, clear focus for the Americas. Accordingly, today the Regional Delegation is focusing on providing technical assistance when required, articulating the regional experiences within the global debate on community development, and monitoring the ongoing training of National Society staff. National Societies have now taken direct responsibility for implementing these projects, replicating the approach in other sectors.

Advances during 2004, made possible through support from the Finnish and Swedish Red Cross, include an improved use of planning and assessment tools within community work and a widening of the Local Development Plans model at the branch level. Evaluations were also finalized, including recommendations, and the first cycle of project activities in Brazil and Uruguay was finalized. In addition, several bilateral Partner National Societies have adopted the community integrated programme approach to community work.

In 2004, community integrated programmes were hindered by the absence of a conceptual and methodological framework, and standard criteria for the presentation of projects within the National Societies, such as needs assessments and local development plans. There is also a need to better articulate local planning with the authorities at the local and national level.

Focus for 2005

Community integrated programming will continue to be a key area in 2005, although with a somewhat different focus as the concept will be integrated into the National Societies’ programming. The Federation will continue to make lessons learned in South America available to the rest of the Americas region and the world in order to strengthen community work and its models and tools. During 2005, the Regional Delegation will continue providing inputs to help define the concepts, framework and policies for community development.

At the regional level, the Federation will continue promoting the community integrated programming approach within the National Societies and Partner National Societies in the region. In addition, the Federation will advocate for the inclusion of a clear strategy for risk reduction within the local government’s development plans. Thus far, the community integrated programme approach has been, by definition, very closely linked with other programmes such as health and disaster management, in that it provides the approach for the implementation of any community project. Specifically, the community integrated programme will work with the Federation’s other programme areas in the following ways:

- **Organizational development:** Promoting local planning, as part of the existing organizational development processes
- **Communication:** Disseminating lessons learned, recommendations and activities, and contributing to the strengthening of the communicators’ network at the local level
- **Humanitarian principles and values:** Promoting a focus on gender awareness within Red Cross projects
- **Health and disaster preparedness:** Making implemented projects sustainable and including community work in training for health and disaster preparedness. In addition, a common “toolbox” will be developed for community work.
- **Coordination, cooperation and strategic partnership:** Contributing to the concepts of the “Federation of the Future” and participating in policy debates within the Inter American Regional Committee (CORI).

Community Integrated Programmes Programme Objective:

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

The Project Objective under this programme is:

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

Expected results under this project objective are: ([Click here for detailed information and log frame](#))

Community Programmes

1. *A model for the integrated management of programmes and projects which includes tools such as VCA, the Project Planning Process (PPP) and the Better Programming Initiative (BPI) as well as experiences and lessons learned from the regional programmes is consolidated.*
2. *National Societies' staff and volunteers are trained to implement a model of integrated programmes and projects.*
3. *National Societies implement community projects based on assessments and participatory planning which are coherent with local development plans and are in line with their national plans.*
4. *National Societies' actions with communities are systematically evaluated in a participatory manner.*
5. *National Societies have the capacity to promote, participate and facilitate the work related to strengthening civil society networks in favour of community development.*
6. *The Red Cross integrated community programmes approach is well known by communities, the public and other key actors.*

Communications

This relates to the Inter-American Plan of Action objective 9

Background and Achievements/ Lessons to date

In 2004, the Federation continued to support efforts to build the dissemination capacities of the National Societies through a Communications Forum, which was held in Antigua Guatemala in June. The forum was coordinated by the National Societies in the Americas, who were in charge of the agenda, and was supported by the Federation through the Federation/ICRC harmonization process.

In South America, progress has been made in recent years in the area of communications. There has been an increase in the number of publications, and National Society activities and campaigns are being promoted in both the printed and electronic media. The regional information network has been strengthened and regional strategies are in place. In addition, the Lima Regional Delegation has recruited a web master who is responsible for maintaining the websites for Latin America and the Caribbean. Several of the National Societies in the region maintain web sites that are hosted within the web space for Latin America, which are updated regularly. Web pages contain information, reports, policy documents and news articles in Spanish and English and are much used by the National Societies, Federation delegations and Partner National Societies in the region.

Cooperation with ICRC has been excellent in this area: the two institutions have jointly supported the Communications Forum, have shared resources and opportunities to maximize the impact on their counterparts within the National Societies, and have regularly monitored the progress of plans. During 2004, this programme received support from the Spanish Red Cross and DFID.

Focus for 2005

Continuing promoting the Red Cross image regionally and internationally, the Regional Delegation will provide technical support to the 10 National Societies. In addition, with the introduction of the long distance education programme in communications in several National Societies, the communicators' network will be further enhanced with well trained information promoters.

Communications Programme Objective:

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

The Project Objective under this programme is:

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

Expected Results under this project objective are: ([Click here for detailed information and log frame](#))

Communications

1. *The capacity of all National Societies in the area of communications is increased, particularly at the branch level.*
2. *National Societies work in a coordinated manner, and share experiences, best practices and lessons learned.*
3. *The image of National Societies is strengthened and the public is familiar with Red Cross activities.*

Working together effectively in South America in 2005

The Strategy for Change clearly spells out the new role for the Regional Delegation, emphasizing a downsizing of direct programme assistance, a clear focus on capacity building, and responsibilities directly linked to the third strategic direction of Strategy 2010. A clear example of the new focus is the health strategy, where the focus of the Americas Department is to provide a useful, well-focused framework for all stakeholders, leading towards an enhanced impact on vulnerable communities. The Regional Delegation's role will be to coordinate initiatives and projects within this framework and not to directly implement programmes. Finally, in order to address a recurring funding shortage, the Regional Delegation has been developing a sustainability plan that includes clear targets and key donors, as well as outlines the responsibilities of actors in the region.

Coordination, Cooperation, Representation and Strategic Partnerships

This relates to the Inter American Plan of Action objectives 11, 12 and 13

Background and Achievements/ Lessons to date

During 2004, despite the lack of funding for this area, the Regional Delegation started Cooperation Agreement Strategy (CAS) processes in Argentina, Bolivia, Colombia and Ecuador. The ICRC has been actively supporting this effort, and in some cases is co-financing the CAS processes. The presence of the Federation representative in Colombia has been important for promoting a CAS process in a difficult environment, proving that cooperation among Movement partners is possible, feasible and desirable, even in conflict-prone areas.

Besides multi-lateral support through the Regional Delegation, several Partner National Societies are present in South America and are contributing bilaterally to the development efforts in the region. The German and Spanish Red Cross Societies have a regional representative based in Lima, the Swiss Red Cross has a regional representative in Asunción, Paraguay, and the American Red Cross has a regional delegate in Quito, Ecuador. In addition, there are several project delegates in the region. The Italian Red Cross has started a mixed, flexible approach to cooperation, which includes either multilateral or co-ordinated bilateral support, according to available funding, National Society capacity, and the National Society's strategic framework. All Partner National Societies have signed their commitment to focus cooperation within the framework of the Inter American Plan of Action.

The Regional Delegation's approach to coordination and cooperation is reflected in its structure, with the Sub-Regional Office coordinator supporting the five National Societies in the southern part of the continent, and a Federation representative in Colombia. Thanks to similar structure, interaction with ICRC counterparts has been effective.

Harmonization has proved an excellent tool to maximize the Movement's resources, but more can still be done. While the relationship is excellent with all counterparts, there is room for improvement on a more strategic level,

including joint planning, sharing office space and services, exchange of human resources and joint organizational development teams. Work on the harmonization process should be kept high on the agenda for the coming year.

Strategic partnership building has yielded good results in 2004, as the relationship with ECHO and DIPECHO has been strengthened. The Federation was a key actor in the definition of strategy for the Andean Committee for Prevention and Attention of Disasters (CAPRADE), and of its Health in Emergencies initiative within the Andean health organization's Convenio Hipolito Unanue. The Regional Delegation was invited to the annual meeting of governors of the Inter-American Development Bank, and a series of meetings showed common areas of interest. Contacts with the UN system are excellent, in particular with PAHO, and work is beginning with UNDP and UNICEF to begin building a common approach to mother and child health development in the region. In addition, the Memorandum of Understanding signed in 2004 between the Federation and the Organization of American States (OAS) was coupled with a Federation presence at the annual OAS meeting. Finally, a constructive relationship was initiated with the Swiss Agency for Development and Cooperation.

The European Union is a priority partner for the region; the recent inclusion of the Federation as the third International Organization partner, along with the UN and the ICRC, and the recent framework partnership agreement open a full range of new opportunities for National Societies, and calls for an improved facilitation role for the Regional Delegation between European National Societies and National Societies in the region.

The presence of a Federation representative in Colombia has proven instrumental for promoting a joint, coordinated image of the Red Cross Movement in a difficult context. The Federation representative is supporting the National Society's processes, facilitating an effective and focused CAS process, and representing the Federation with the UN system, the donor Embassies, the European Union and other international agencies. This work has helped to reinforce a united image of the Movement. With agreement and support from the National Society, and in full agreement with the ICRC, negotiations started with the Colombian government in order to obtain a Status Agreement. The Colombian Red Cross has formally expressed its satisfaction with the work done so far by the Federation Representative. Funding for these efforts during 2004 was granted by the Canadian, Netherlands, Norwegian and Swedish Red Cross Societies, but was largely insufficient.

There were several occasions during 2004 when the Regional Delegation invited a member of a National Society in the region to represent the Federation at a meeting, including the OAS meeting that was attended by the president of the Ecuadorian Red Cross. In other cases, the Regional Delegation represented the Federation following coordination with the governance of the involved National Societies. Feedback was always shared between the Regional Delegation and the National Societies following the meetings.

The Regional Delegation has been promoting the Federation's *Strategy 2010* and the Inter American Plan of Action during field visits in an effort to deliver key messages to National Societies and communities. Federation delegates meet regularly with UN representatives, as well as with representatives of the EU and other key countries, during missions to the field in order to increase support for Federation programme and promote visibility for donors.

In 2004, the *10th Meeting of Presidents and Technical Seminars* took place in Montevideo, and the first presidents' meeting was held in Lima. The latter has opened the door for a permanent consultation mechanism for National Society presidents and directors general, for a dialogue between National Society leadership and the Regional Delegation. The setup of the *10th Meeting of Presidents and Technical Seminars* also proved useful in reinforcing the separation of roles and responsibilities between governance and management, and peer support among National Society presidents has paved the way for the designation of more executive managers within the National Societies.

No statutory meetings will take place in the region in 2005, as the next scheduled meeting of presidents and technical seminars is in Argentina in 2006, and the next Inter American Conference is scheduled for Guayaquil, Ecuador in 2007. During 2005, a further effort to link these meetings to the Inter American Plan of Action and *Strategy 2010* will be made in order to revise and monitor the implementation and impact of the Federation's strategic frameworks.

The Regional Delegation will seek and promote integration of two additional processes that are taking place worldwide: the interim evaluation of *Strategy 2010* and the work on the "Federation of the Future". These initiatives must complement and reinforce the strategic framework in the region. Additionally, the Regional Delegation will continue providing support and coaching when needed, in particular to newly-elected National

Society presidents. The simple, quarterly report addressing the key regional issues will be continued, as agreed during the annual meetings.

Focus for 2005

Coordination, cooperation and strategic partnerships are priority areas for the Regional Delegation for 2005. The combination of strategic focus, enhanced programme activities, efficient use of resources and plans, and reduction of dependency on outside funding sources, must be complemented by a clear agreement with existing partners on future priorities. This will include a focused strategic proposal to new partners within each country and at the regional level. The sustainability of the member National Societies and their Regional Delegation depend on this.

In 2005, the Federation will focus on following up the CAS processes in Argentina, Bolivia, Colombia and Ecuador, and on building a regional framework for cooperation within the increased focus on health. The Federation will also work to build up new partnerships and strengthen existing ones, as well as to promote a coherent organizational image. Since CAS itself is an evolving concept, particular attention will be placed on systematizing positive results together with weaknesses. The ICRC is co-funding the CAS processes in Ecuador and Colombia. In countries where a formal CAS process is not feasible, a similar, "lighter" co-operation process will be coordinated where necessary.

During 2005, the Regional Delegation will continue to promote the role of the National Societies' leadership and will work to build specific skills within the National Society and the Regional Delegation to deliver key Federation messages. The *12th International Conference for People Living with HIV/AIDS* and the *7th International Conference on Home and Community Care for People Living with HIV/AIDS*, both to be held in Lima, will provide an excellent opportunity to promote the Federation's messages.

The Federation representation in Colombia will be maintained, and appropriate funding must be secured for this work. Promoting the CAS and addressing the humanitarian situation in the country, with a special emphasis on internally displaced persons, are part of the specific tasks of the Federation representative.

Coordination, Cooperation, Representation and Strategic Partnerships Programme Objective:

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

Project Objectives under this programme are:

1. Four CAS processes will have provided partners with an effective framework for improved cooperation in Argentina, Bolivia, Colombia and Ecuador.
2. Existing partnerships will be strengthened and new strategic partnerships will be built to enhance support to the Red Cross humanitarian agenda and long-term sustainability.

Expected results under each project objective are:

CAS

1. *By the end of 2005, CAS processes will be formalized in Argentina, Bolivia, Colombia and Ecuador in a series of documents that outline the commitments and responsibilities of all Movement partners.*
2. *A series of additional partnership agreements have been signed between the National Societies and their in-country institutional partners.*
3. *Positive results and weaknesses are systematized.*
4. *In countries where a formal CAS process is not feasible, a similar "lighter" co-operation process is coordinated, as appropriate.*

External Partnerships

1. *The strategic frameworks agreed upon in the region, including the Andean Committee for Prevention and Response to Disasters and the Andean health organization's Hipolito Unanue agreement, have positioned National Societies and the Regional Delegation as key partners for all donors interested in supporting these strategies.*

2. *Relationships with UNDP and UNICEF have been strengthened to build a common approach to development and to mother and child health in the region.*
3. *Health activities are scaled-up, representing a clear framework within which cooperation and partnerships improve the work of the Regional Delegation and the National Societies.*
4. *Selected partners have been invited to take part in key sessions of the CAS processes, building a relationship focused on a strategic vision.*

Implementation and Management

Background and Achievements/ Lessons to date

Funding remains a crucial challenge for the Federation in South America. In compliance with the *Strategy for Change*, the Regional Delegation team was reduced, while a focus was placed on improving the capacity building skills of Federation personnel. Even so, the South America appeal received only approximately 60 percent coverage in 2004, which is clearly not sufficient. The Federation only received multilateral support from the Finnish and Swedish Red Cross Societies, while the Canadian and Norwegian Red Cross limited their support to the Colombia mission. The Finnish, Italian, Spanish and Swedish Red Cross Societies also contributed to the cost of delegates in the region. Capacity building funds proved, once more, instrumental to supporting the organizational development processes, while DFID funds were used for the change process in Peru and for an integrated health/disaster management project in Bolivia. CORE funds were just sufficient to cover the functioning costs of the structure in Lima. Should this absence of additional funding continue, outsourcing of specific tasks will be necessary.

The budget holder concept is fully in place in the region, and monitoring of budgets has improved. During 2004, coordination was also improved with the Panama Regional Delegation. An important additional accomplishment for the year was the ratification of the Status Agreement by the government of Peru by the end of 2004.

The Pan American Disaster Response Unit, the Regional Finance Unit and the Regional Reporting Unit are located in Panama. PADRU works in coordination with the Lima Regional Delegation, ensuring technical support and coordination of disaster management throughout the Americas. The Regional Reporting Unit provides technical assistance and support to the regional delegations, sub regional offices and country offices and seeks to ensure that quality Federation standard and donor-specific reports are submitted from the Americas on a timely basis and reporting is increasingly seen as part of the project cycle and as a monitoring/evaluation tool.

The Regional Finance Unit is well established and is ensuring coordination with the finance officers in the country offices, sub regional offices and regional delegations throughout the Americas. Quality financial accounting is ensured by the Unit through supervision, monitoring and training. The Unit also seeks to ensure that National Societies fully understand the Federation's requirements particularly in relation to procedures for working advances.

Focus for 2005:

- Implementation of the sustainability plan
- 100 percent coverage of appeal and zero deficit policy
- Increased use of regional resources with the goal of eventually handing over delegate positions to local staff
- Clear separation between planning and marketing cycles
- Creative problem-solving approach
- Further strengthening team work and improving programme integration
- Innovation of new ways of working in line with the *Strategy for Change*

For further information please contact:

- *Charlotta Relander, Head of Regional Delegation, Lima, Peru; Phone (511) 221 8333; Fax (511) 441 3607; e-mail ifrcpe01@ifrc.org*
- *Olaug Bergseth, Regional Officer, Phone (41) 22 730 4535; Fax (41) 22 733 0395; e-mail olaug.bergseth@ifrc.org*

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BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA044

Name: SOUTH AMERICA REGIONAL PROGRAMMES

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	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	63,102	0	27,500	0	0	0	90,602
Teaching materials	1,500	0	0	0	0	0	1,500
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	10,000	85,800	0	126,000	0	0	221,800
SUPPLIES	74,602	85,800	27,500	126,000	0	0	313,902
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	0	0	0	0
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	2,340	0	0	26,820	0	29,160
TRANSPORT & STORAGE	0	2,340	0	0	26,820	0	29,160
Programme Support	33,588	38,713	15,848	76,391	31,049	0	195,589
PROGRAMME SUPPORT	33,588	38,713	15,848	76,391	31,049	0	195,589
Personnel-delegates	132,360	217,800	54,900	254,740	120,660	0	780,460
Personnel-national staff	14,480	7,280	34,000	142,501	159,664	0	357,924
Consultants	0	2,600	17,250	57,974	9,360	0	87,184
PERSONNEL	146,840	227,680	106,150	455,215	289,684	0	1,225,568
W/shops & Training	147,500	183,865	41,000	368,301	19,500	0	760,166
WORKSHOPS & TRAINING	147,500	183,865	41,000	368,301	19,500	0	760,166
Travel & related expenses	10,000	28,150	27,880	56,240	7,071	0	129,340
Information	79,300	6,465	6,000	38,225	3,000	0	132,990
Other General costs	24,910	22,570	19,440	54,880	100,550	0	222,349
GENERAL EXPENSES	114,210	57,185	53,320	149,345	110,621	0	484,680
TOTAL BUDGET:	516,740	595,583	243,818	1,175,252	477,674	0	3,009,065