

# ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## SOUTH AMERICA

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

**Appeal No. 01.22/2002; Appeal target: CHF 4,619,036; Appeal coverage: 59%**

### Overall analysis of the programme w

South America's National Societies worked in an environment of growing poverty in 2002. Although some countries succeeded in expanding their economies and raising levels of social spending during the 1990s, Latin America remains the continent with the most unequal income distribution.

Argentina became embroiled in a socio-economic crisis that has become chronic. There are no indications that the situation will improve and many people survive by resorting to a barter economy. Unemployment has remained at an alarming, but stable, 25%, and the number of people falling under the poverty line continues to grow. The economies of Uruguay, Paraguay and Bolivia have all been hit by the economic crisis in neighbouring Argentina.

In the elections in Bolivia that took place at the end of 2002 the indigenous minorities obtained a strong representation in parliament: 30% of the new members belong to indigenous minorities and many do not speak Spanish. This is an important step towards change, but will not necessarily eliminate the upheavals that the country may face during the coming years. Bolivia, one of the poorest countries in South America, is experiencing strikes, protests and violent demonstrations against the government's economic and anti-coca policies.

In Ecuador, a new President was elected in late 2002 with strong support from the indigenous minorities. However, the country's political institutions are weak.

Despite some macro economic successes and a shift of part of Peru's defense budget towards health and education, the approval rating of the president, elected in 2001, is low. More than half of Peruvians live in poverty, and the government has not been able to overcome the corruption inherited from the former regime. There is also widespread discontent in the military establishment.

Venezuela is in the midst of a long-standing political crisis, with the opposition trying to unseat the president through a general strike. One of the richest countries in the continent because of oil wealth, Venezuela's economy is, nevertheless, quickly sliding backwards, with new groups of people falling below the poverty level.

In Colombia, the President who took office in August has begun an ambitious military build-up, decreed a state of emergency, and made a start on fiscal and political reforms. Nevertheless, violence has increased and the 40 years of internal conflict has caused the displacement of approximately 2.5

million people. It is difficult to assess the exact numbers of internally-displaced people (IDPs) in Colombia; however, trends reflect a progressive increase in the numbers and geographical expansion of the displacement phenomenon. The year 2002 again saw a sizeable increase in displacement with over 70% being women and children. Human rights organizations estimate the number of displaced in 2002 alone at 353,000.

The South American 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.

The Brazilian Red Cross began a recovery process after a ten year institutional crisis that deteriorated its finances, its public image, its service provision and its ability to attract volunteers. The significant changes that took place at the end of 2001, such as the holding of a general assembly and the changes among key executives, created conditions for the regional delegation to provide concrete support to the National Society. There is joint commitment from the Movement to support the reunification and recovery process of the National Society, including the renewal of Statutes, training of governing bodies, and the process of harmonization of activities in agreement with the branches and the headquarters. The process, initiated in 2002 with support from DFID and the Capacity Building Fund (CBF) and in close cooperation with ICRC and bilateral Red Cross national societies, is showing results. In the same way, the Argentine Red Cross (ARC) began a process of organizational renewal, which is reinforced by the implementation of the social crisis operation; significant progress has been achieved. Work has commenced on drawing up revised Statutes and on the development of a strategic plan.

The delegation benefitted from CBF funding for work in Argentina, Bolivia, Brazil, Colombia and Ecuador, whilst DFID funding ensured progress in projects implemented in Brazil and Ecuador.

International appeals were launched for the social crisis in Argentina and the drought operation in Paraguay. Major achievements were made in organizational development initiatives in Brazil, Bolivia and Argentina. Although funding was not available to continue the Andean project, community based development progressed through the Amazonico and Camalote programmes, and exchange of experience was carried out with the Golfo de Fonseca integrated community development programme under implementation in Central America. Support was provided for the initial preparations of the Inter American Conference to be held in April 2003 in Santiago de Chile, and changes were made as regards the structure of support for South American National Societies in line with the regionalization process and the Federation's change strategy. As a result, at the end of 2002, a new regional delegation had been established in Lima, and a sub regional office was set up in Buenos Aires, accommodated in the headquarters of the Argentine Red Cross.

## **Objectives, Achievements and Constraints**

### **Disaster Response**

#### **Achievements**

Over the course of 2002 the delegation made the conceptual shift from disaster response and disaster preparedness to the more appropriate and integrated disaster management framework. This was significant since it more accurately reflects the Pan American approach implemented over the last two years. The overall disaster management strategy was divided into three main areas:

- Community based disaster preparedness
- Disaster response preparedness and
- Disaster response

Refocusing on these three main areas, which form the basis of the strategy outlined in the 2003 appeal, resulted in some adjustments to the strategy making up the 2002 annual appeal.

A key factor in 2002 was the continuous integration of the Pan American Disaster Response Unit (PADRU) and the work of the three delegations in the Americas, putting into practice the concept of a Pan American disaster response system specifically in the areas of response preparedness and direct response to disasters which occurred in the region.

Another key element which improved the delivery of services and programmes was the incorporation of a full time community based disaster preparedness (CBDP) coordinator. As a result, the necessary human resources were allocated to the cornerstone of the disaster preparedness programme. This, coupled with the involvement of PADRU in disaster response, allowed the disaster response and preparedness delegate to focus on regional planning, evaluation and follow-up. It is necessary to keep in mind that South America is a large region composed of ten very different National Societies. As a result, the complexity of meeting diverse needs is considerable.

An intense hour-long rain and hail storm hit La Paz, Bolivia on 19 February. As a result, 69 people lost their lives, approximately 100 homes were destroyed, 136 families were evacuated to temporary shelters and close to 1,000 informal small merchants lost their stock. CHF 30,000 was allocated from the disaster relief emergency (DREF) fund to be used for immediate needs following severe damage in the city of La Paz. Staff from the central office of the Bolivian Red Cross and volunteers from the La Paz branch provided services in first-aid, transport of victims to nearby hospitals and evacuation to temporary shelters.

Heavy rains, 500% more than normal for the time of the year, hit Chile between 2 and 5 June causing extensive flooding in both urban and rural areas. Roads throughout the affected areas were cut off and many communities were left without electricity and water. 199,511 persons were affected, 49,310 lost their homes and 7,685 were accommodated in temporary shelters. The Federation made a DREF allocation of CHF 60,000 to support the Chilean Red Cross (CRC) operation. The regional disaster response/disaster preparedness delegate was in Chile to support the operation, working with the National Society in the development of the plan of action and ensuring training in operational systems. More than 12,000 people in the country received support from over 2,500 volunteers from 89 participating branches, many of whom had also been affected by the flooding. Chilean Red Cross activities received major media publicity and helped to raise the profile of the National Society in the country.

A cold front, accompanied by the heaviest snowfall in 30 years, critically affected populations in Bolivia and Peru during the month of July. In Bolivia, more than 2,520 families in 60 communities in four provinces were isolated because of precarious road conditions and the quantity of snow. More than 100 people disappeared in the storms and nine people, including two children, died as a result of the low temperatures. Loss of crops and the death of an estimated 65,000 llamas severely impacted the subsistence economies of rural communities. A DREF allocation of CHF 80,000, reimbursed by the British Red Cross with funds from the British government's department of International Development and from the American Red Cross, was released to support operations in both Bolivia and Peru. Volunteers from the Bolivian Red Cross branches provided first aid to those affected, as well as transportation of those injured to health facilities. The National Society provided humanitarian assistance to 500 families (1,820 people) in the province of Sur Lopez. DREF funds were used to purchase and distribute 45 kg. food packages and two blankets for each of the 500 families. The Bolivian Red Cross also provided support to the government and other agencies such as the World Food Programme and CARE in the distribution of food and other relief items in difficult circumstances.

The Peruvian Red Cross played a pivotal role in the national response to the disaster resulting from

snowfall and low temperatures. As a result of inter-institutional agreements and with funding from the DREF, the Peruvian Red Cross took on responsibility for providing 68 kg. food packages and two blankets to 320 of the 479 affected families in the departments of Huancavelica and Apurimac. In addition to these relief items, the National Society provided health services to the affected population including the distribution of health education materials.

With the onset of the country's social and economic crisis, the Argentine Red Cross became increasingly involved in service delivery to the most vulnerable population in various parts of the country. The need for the modernization process currently under implementation in the ARC was reinforced since service delivery requires an efficient and well functioning National Society. In March the Federation, through the Capacity Building Fund and in partnership with DFID, approved a programme to consolidate the process of organizational renewal started by the current leadership.

In response to the social crisis in Argentina, in early April the Federation launched an international appeal for CHF 1,824,000 to assist 52,000 beneficiaries for 4 months. The principal objective of the appeal was to support the Argentine Red Cross operation in favour of the most vulnerable sectors of the society - infants and senior citizens - specifically in the areas of the provision of food and health services. Donor response to the appeal was slow and 6 months after the launch, the coverage was only 13%. The Argentine Red Cross also launched various national campaigns which resulted in food donations from private companies, NGOs and international organizations. As a result, more than 10,000 individuals in the most affected provinces were assisted with food parcels.

At the end of November, in response to the Federation's international appeal, a substantial contribution was received from the Italian government. The new funding available required a review of the status of the operation and a Field Assessment Coordination Team (FACT) was deployed to Argentina in January 2003 for a three week mission in order to support the ARC in this review.

An extended drought has affected three departments: Alto Paraguay, Boquerón and Canindeyú in western Paraguay over the last two years. For a period of 8 months there was no rain and the situation deteriorated to the extent that a state of national emergency was declared on 2 October. The drought had a particularly negative impact on agriculture, affecting 4,968 rural indigenous farming families in 56 communities who live principally on subsistence crops. The lack of rains not only dried up the traditional water supply systems but also delayed the planting of new crop. On 24 October the Federation launched an emergency appeal for CHF 418,000 to assist 27,640 beneficiaries for five months. The principal objective of the appeal was to assist the Paraguayan Red Cross in reducing the vulnerability of 25 indigenous communities in the region due to water shortages and water based diseases. The operation consists of providing immediate food and water aid, increasing the collection and water storage capacity in the target communities specifically during dry periods and contributing to maintaining the quality of water throughout the water collection and distribution. There is also a focus on the improvement of community and family hygiene practices. The operation seeks to build capacity in the Paraguayan Red Cross Society headquarters and the Boquerón branch, particularly in respect of future disasters related to floods and drought. Furthermore, Federation supported training sessions will be held in January and February 2003 including a participatory hygiene and sanitation transformation (PHAST) workshop, and a national intervention team (NIT) training session focusing on strengthening the Paraguayan Red Cross relief and disaster departments through activities such as needs assessments, health in disaster situations and financial reporting.

The appeal was coordinated with USAID/OFDA and the Spanish Red Cross which implemented operations with bilateral funding, based on the objectives and plan of action outlined in the appeal. The assessment of needs and development of the appeal was carried out in conjunction with PADRU.

### **Disaster Preparedness w**

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

## Achievements

The process of strengthening regional and National Society disaster response capacity progressed significantly according to plans and timetables set out in March 2002 in accordance with the 2002 annual appeal and the Inter American Regional Committee (CORI) plan of action. This work was done in coordination with the other regional delegations in the Americas and the Pan American Disaster Response Unit.

- Pan American disaster response protocols were developed and distributed to stakeholders, allowing for a more optimal use of financial and human resources.
- All systems relating to the selection, training and mobilization of regional intervention team (RIT) members continued to be refined and updated. The system was utilized during the hurricane response in Cuba and the drought situation in Paraguay. In addition, new training curricula were developed and implemented. This was undertaken jointly by PADRU and the regional delegation.
- Two Pan American regional intervention team training courses were held: one in Spanish took place in Bolivia, in April, organized by the delegation for South America and one in English was held in May in Antigua and Barbuda at which the regional disaster preparedness delegate provided facilitation. A Pan American RITs refresher training course was held in July. This allowed for earlier trained members to become familiar with new procedures and systems.
- A Field Assessment and Coordination Team training course was held in Panama in September. Thirty-seven participants from 19 National Societies, ECHO, Ericsson, UNOCHA, the regional delegations of South America, Central America and the Caribbean were trained. The FACT and RIT concepts are integral elements of the Pan American disaster response system.
- In conjunction with PADRU and the regional logistics unit, logistics mapping was initiated in Bolivia, Brazil, Colombia and Ecuador and will be completed for the remainder of the region in the first six months of 2003. A logistics workshop for National Societies was held in December 2002.
- In conjunction with PADRU, and in accordance with the plan of action developed by the Inter American Regional Committee, a contingency guide for National Societies was developed. The guide was presented during a contingency planning workshop for countries affected by “El Niño”: Bolivia, Colombia, Ecuador, Peru and Venezuela held in Peru at the beginning of October. By the end of 2002, these five countries had completed risk mapping and had contingency plans in place. The process will be repeated with the five remaining countries in the region during the first months of 2003.
- Training courses in telecommunications, logistics, water and sanitation were developed by PADRU and will be implemented in 2003.
- In conjunction with PADRU and the regional logistics unit, the process of developing vendor databases in Brazil, Chile, Colombia and Peru began. This process will be completed in 2003.
- In July a regional health in disasters workshop, organized in conjunction with the Pan American Health Organization (PAHO), was held in Colombia. Representatives from all ten National Societies in the region attended. The workshop was developed by the regional health and disaster preparedness delegates in coordination with PADRU.
- In conjunction with PADRU, three activities were carried out in Brazil: an introductory disaster response/disaster preparedness course, and two workshops, one in the north and one in the south of the country. These were the first activities in a process of disaster preparedness training implemented with the National Society, and took place in cooperation with the German Red Cross. The 13 branches which attended the workshop committed to initiate risk mapping.

In March, the regional delegations for Central and South America jointly organized a Better Programming Initiative (BPI) training of trainers’ workshop in Ecuador. Ten participants from six national societies, as well as delegates and staff from the Federation, participated and developed a regional mainstreaming plan and national plans. In May, the regional delegation held an information session during the Amazonico and Camalote planning and evaluation meeting held in Lima. National

Society representatives expressed the view that the methodology is also valid in a non post conflict context. The methodology was integrated in the community development projects in the Colombian and Ecuadorian Red Cross Societies funded by the Capacity Building Fund. The Bolivian Red Cross has trained branch members in the methodology which is being integrated into community development programmes. BPI will also be incorporated in the Amazonico programme, and further training will be carried out in 2003 in Bolivia, Colombia and Ecuador.

### **Constraints:**

As mentioned earlier, the Pan-American disaster response system evolved significantly during the reporting period. However, the process has faced certain difficulties, many of which have been addressed, although some acquire additional time and effort.

- The size of the region and the workloads of staff both in the regional delegation and in PADRU slowed down the implementation of the system. Several National Societies were unclear as regards the roles of the different actors and did not always activate the system when the situation warranted. All involved have worked hard to rectify this confusion and the response to several disasters which occurred in the latter months of 2002 have shown that understanding of the system has improved.
- A limited amount of funding did not allow the completion of the training programme outlined in the 2002 annual appeal. However, through efficient coordination with PADRU and the regional delegations, a RITs and logistics training programme was undertaken.
- The customary annual regional meeting of National Society disaster coordinators did not take place in 2002 so that funding could be dedicated to training. Many of the outstanding issues normally addressed at these meetings were resolved during the training workshops which many of the disaster coordinators attended.
- In the case of South America, the decision was made to give PADRU the overall responsibility for providing support to National Societies in the area of disaster response. It is the opinion of the delegation that this will allow the disaster preparedness delegate to focus on preparedness and follow-up rather than losing programmatic momentum each time a disaster occurs. This does not mean that the regional delegation will not have a role in disasters. Given the knowledge that the delegates have of the National Societies, their participation will be crucial, particularly in the early stages of the operation.

*Objective 2: To further develop community and municipal disaster preparedness and response capacity by extending and strengthening the ECHO funded Andean Project.*

### **Achievements**

Community based disaster preparedness (CBDP) projects in Ecuador, Colombia and Venezuela, were developed with Capacity Building Funds during the last quarter of 2002, a process which was begun in 2001 in Colombia and Ecuador through the “Andean programme for community education and disaster preparedness”.

In Colombia, the project will directly cover 800 families in four municipalities in the Bajo Upia lowlands along the Upia river that flows through the provinces of Boyacá, Casanare, Cundinamarca and Meta. 1,720 families in the communities of El Tejar, San Marcos, Zhapacal, Paccha and Santa Rosa will benefit from the project in Ecuador and in Venezuela, the beneficiaries are 928 families in the Gran Caracas area and the Yaracuy region. The families were all affected or displaced by the 1999 floods and continue to live in areas of high risk and vulnerability.

The regional delegation contracted an Andean programme coordinator in 2001, who worked with the three National Societies to implement the projects. As part of the ongoing process of improving the CBDP programme, methodologies continue to be refined, designed to ensure implementation and

measure qualitative impact. CBDP and community health have been integrated into a single project, broadening the impact and optimizing limited financial and human resources.

The Ecuadorian Red Cross initiated the implementation of an “early warning systems” project in four communities. The project will strengthen the existing community emergency brigades and the communities which will elaborate warning systems based on their own ideas and previous knowledge.

The regional delegation trained staff from various National Societies in the region which are implementing CBDP projects with bilateral funding. In conjunction with the regional health delegate, a regional workshop on health in disasters took place in July. A disaster management planning course was also carried out with representatives from the Uruguayan Red Cross headquarters and its branches, while a detailed training programme will be designed once the Uruguayan Red Cross has completed its disaster management planning process. Support has also been provided to the Argentine Red Cross disaster response department during restructuring. A training of trainers course in CBDP methodology was carried out with the Brazilian Red Cross.

During 2002, the CBDP programme was reworked to include a clear focus more on qualitative indicators and the means to measure their impact. While all projects placed importance on the number of communities and people trained, there was a recognition that the quality and sustainability of the process was of equal value. In addition, educational materials were reviewed and modified to reflect cultural norms. For example, in Bolivia the series “ Es mejor prevenir” was translated into Quechua and images were changed in order to be better understood by indigenous cultures.

Evaluations have shown that while disaster preparedness is of importance to community members in high risk areas, issues such as health and income generation are often of greater priority. Disaster preparedness is hard to sustain if communities do not find themselves confronting disasters over a period of several years. However, the basic community organization component is of use in all situations or project areas. As a result, in Venezuela CBDP initiatives were integrated with health activities. This allowed for a more meaningful and sustainable educational process in an area of concern to all vulnerable community members. During the new projects, the BPI methodology was incorporated, giving value added to already proven processes.

The use of Capacity Building Funds allows further concentration on developing the skills of National Societies in CBDP, especially at branch level. This is vital as volunteers are the major educational actors in these projects and programmes.

#### **Constraints:**

- The loss of funding from DIPECHO to continue the Andean programme caused concern as regards the ability of National Societies to sustain the important work they had carried out in CBDP. Fortunately, funds became available to continue the work in some countries and initiate new projects in others.
- More work needs to be done in identifying key qualitative indicators and to find adequate means for measuring impact. While this process has begun, it requires a clear effort given its complexity.
- Projects are too short term in their funding base. CBDP is essentially a community development process and methodologies must be based on the rhythms of communities. Longer term funding would surely lead to greater and more sustainable impact.
- The amount of time that the disaster preparedness delegate spent on disaster response activities took away from the energy needed for disaster preparedness and CBDP activities, which is the main focus of work. Increased coordination with PADRU should allow the delegate to dedicate more time to disaster preparedness and CBDP in future
- CBDP is an essential component of the disaster preparedness programme. few people (regional or National Society) are trained in this area. It remains clear that work in this area needs to be reinforced.

***Objective 3: To extend and strengthen the Camalote programme.***

**Achievements**

Ten micro projects in the communities were formulated and approved after a process of revision and feedback from the regional delegation to the National Societies. Thanks to additional funding from the Embassy of New Zealand in Buenos Aires, it became possible to allocate funds for additional projects in Argentina and Paraguay. In November, a strategy to relaunch the programme in Uruguay was designed and a meeting held with the national coordinator and representatives from three branches. The Uruguayan Red Cross has started a process of identifying the communities where the programme will be implemented.

In May, the annual planning and evaluation meeting took place in Lima. As last year, the meeting included staff from both the Amazonico and Camalote programmes. This year, the group was extended to include two representatives from the Golfo de Fonseca project in El Salvador, reinforcing the exchange of experience between regions which was much appreciated by participants. During the meeting, progress was achieved in the unification of criteria, procedures and methodologies. The Argentine Red Cross national coordinator expressed the view that the Camalote experience had proved valid in relation to strengthening the capacity of the branches, which during the social crisis operation proved to have better capacity to formulate and manage projects.

**Constraints**

- Pledges were not confirmed until May which led to a delay in the project implementation.
- Following the identification phase, certain projects needed adjustment in relation to factors which became apparent at a later stage.

***Objective 4: To strengthen regional and national strategic partnerships***

**Achievements**

International and national links between the Red Cross and other international and national disaster organizations continue to be strengthened. At the international level, the global agreement with the Pan American Health Organization will help to coordinate work at regional and individual National Society levels. As previously mentioned, PAHO played a key role in the health and disasters workshop held in Colombia. Relations with OCHA/UNDAC are being developed in order to better coordinate work in the event of disaster response. Representatives from PAHO and OCHA attended the RITs training courses mentioned above. Through PADRU, cooperation with Ericsson is being developed to support disaster response in the region. The regional delegation is strengthening relations with country offices to support the implementation of this agreement to provide technical support.

In Bolivia, Colombia and Peru, the National Society is a member of the national disaster preparedness and response bodies under state law. Recently, due to the social crisis in Argentina, relations between the Argentine Red Cross and other organizations have been strengthened through cooperation to assist communities hit by the crisis. In Chile, the relationship between the CRC and the National Emergency Office (ONEMI) is formalized as a result of the cooperation between the two institutions during the recent floods. CRC is now the official organization to receive public donations during national emergencies.

The Red Cross continued to maintain close contact with United Nations organizations such as UNDP and UNICEF and other international and humanitarian organizations.

**Constraints**

- The work done in this area remains insufficient. It is important to build a regional strategy and dedicate the necessary time to it.
- Since many NGO regional offices are in Central America, much of the responsibility for this area was left to PADRU. This has worked well; however, there are time limitations given the pan regional nature of PADRU. This situation should improve with the transfer of the regional delegation to Lima given that it is the continental headquarters for many NGOs.

### **Humanitarian Values w**

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

### **Achievements**

In the first quarter of the year the Peruvian Red Cross organized a training of trainers' course for youth volunteers from 14 branches who will work with youth in communities and in schools promoting non violence. This training was funded by the Norwegian Red Cross. The regional delegation's youth officer provided technical support and participated in the training session. Support was also provided to the Chilean Red Cross for the issue of "La Ruta Humanitaria" (the Humanitarian Road), a Red Cross knowledge and skills game and manual for children of school age.

Youth activities linked to the promotion of humanitarian values are also reported on under the health and organizational development sections of this document. Lack of funding for this programme constituted the major constraint to programme implementation.

### **Health and Care w**

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

### **Achievements**

Five National Societies within the region: Bolivia, Colombia, Ecuador, Peru and Venezuela have begun implementation of integrated management of childhood illnesses (IMCI) activities in close cooperation with the Ministries of Health and PAHO, with support from the American Red Cross. The integration of IMCI was promoted in the national societies in which Amazonico, Camalote programmes and community health projects are being carried out.

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

### **Achievements**

The regional HIV/AIDS team consisting of the regional health delegate, the youth officer and the regional organizational development delegate provided technical support to the National Societies in the drawing up of their national programmes and plans. There was a special emphasis on the Bolivian, Ecuadorian, Paraguayan, Peruvian and Uruguayan Red Cross Societies during the year to target youth peer education. The issues of HIV/AIDS now receives much greater attention in the National Societies than previously, and this has promoted increased visibility, as well as contributing positively to a change of image.

The National Societies of Argentina, Bolivia, Chile, Colombia, Peru, Paraguay, Uruguay and Venezuela continue to carry out prevention workshops among young people in schools and community centres. The Bolivian Red Cross national plan on HIV/AIDS was approved this year and

is being implemented. It includes prevention activities as well as activities to support people and their families living with HIV/AIDS and anti-discrimination work. The Paraguayan and Ecuadorian Red Cross Societies are in the process of finalizing details of their respective plans.

The Bolivian Red Cross is also part of the National Committee which coordinates the activities of the global AIDS fund and the Ecuadorian Red Cross is active in a proposal to set up a committee in Ecuador. The regional delegation supported the Bolivian Red Cross in a project on sexual education while the youth officer provided support to the Ecuadorian and Uruguayan Red Cross Societies in the implementation of youth peer education.

The regional delegation maintains cooperation with GNP+ (REDLA+). The majority of National Societies in the region are working closely with their national GNP+ networks. There is evidence that thanks to the integrated approach to HIV/AIDS planning linking health, youth and organizational development departments within National Societies, coordination and team work have been reinforced.

In December, all National Societies in the region carried out activities on the occasion of World AIDS day

### **Constraints**

In some National Societies, other major health problems are given more attention, and HIV/AIDS remains a less pressing concern. The regional delegation is addressing this through a number of different fora, so that more people will become aware that there is a role for the Red Cross to play. However, the fact that official statistics show a low percentage of people living with HIV/AIDS in the region makes it more difficult to alert National Societies to the problem or to fund raise to address the situation.

*Objective 3: To contribute to a decrease in mortality caused by water-borne and vector-borne diseases promoting access to potable water enhancing draining and basic sanitation systems in the vulnerable communities in the region, prioritizing those communities involved in the Camalote and Amazonico programmes.*

### **Achievements**

A community health project was initiated in the Venezuelan Red Cross with integrated water and sanitation activities in the state of Falcón. The activities are being carried out in coordination with the municipalities and the Ministry of Health. The project, which is 50 per cent completed, benefits 76 families. The branch volunteers also work with the community in hygiene related socio-educational activities with the aim of creating a community water and sanitation committee.

The Venezuelan Red Cross initiated the implementation of a project in disaster preparedness and community health. Eight communities in the states of Caracas and Yaracuy with a total of 4000 beneficiaries were identified. 39 trained volunteers will carry out a vulnerability analysis and base line study in the initial months of 2003. Volunteers were also trained in hygiene education and promotion.

The National Societies involved in the Camalote and Amazonico projects continue developing activities in the communities which contribute to the decrease in mortality caused by water-borne and vector-borne diseases. The Bolivian Red Cross implemented a project to fight Leishmaniasis and Hanta virus in communities of the Bermejo triangle in the department of Tarija. The project reached 27,000 beneficiaries in 8 communities.

Educational material regarding dengue, malaria, cholera, safe drinking water and waste management was distributed to all National Societies. The delegation plans to continue increasing water and sanitation activities in the National Societies' work with the communities.

*Objective 4: To continue the Amazonico programme, promoting integrated development and improving health conditions in 24 communities of the 20 participating Red Cross branches in the Amazon basin.*

### **Achievements**

The formulation of this year's community micro projects and branch organizational development projects was completed, following a process of revision and feedback between the regional delegation and the National Societies. Thanks to additional funding from a private company (Tetra Pak), it was possible to allocate specific funds for branch organizational development work this year. Proposals for thematic workshops to reinforce the programme at national level were also received and revised, to follow up on last year's national meetings to launch the second phase of the programme and the resulting commitments. There was a clear improvement in the quality of project proposals submitted by the national coordinators. Between July and September, the National Societies of Bolivia, Colombia, Ecuador, Peru and Venezuela initiated implementation of this year's micro projects in the communities. The Venezuelan Red Cross was able to start implementation of two projects with the community and launch the second phase of the programme pending from last year. In Bolivia, Colombia and Venezuela organizational developments projects were initiated in the Amazonico branches including volunteer mobilization, improvement of infrastructure and leadership training.

The delegation facilitated the translation of the essential programme documentation into Portuguese. With the support of the Federation liaison delegate in Brazil, three branches to work with the Amazonico programme were identified and staff and volunteers were trained in the participative methodology. With technical assistance from the regional delegation, the National Society launched a herbal medical community project in Sao Luis de Maranhao in December.

As part of the capacity building strategy, five technical workshops were carried out in three National Societies: Colombia, Venezuela and Ecuador. The workshops aim to train and optimize human resources in the branches and the communities in order to strengthen the implementation of integrated community development projects.

In May, the annual planning and evaluation meeting was organized in Lima. As with last year, this involved representatives from both the Amazonico and Camalote programmes; however, this year two representatives from the Golfo de Fonseca programme in El Salvador also attended, resulting in a Pan American meeting. All agreed that it was positive to share experience between community programmes in the sub-regions. This year, strategic issues rather than technical project matters were discussed. There is a focus on strengthening the national coordination of the programme and on sharing experience at National Society level.

The national Amazonico coordinators under the leadership of the Colombian Red Cross, have worked on the recommendations on community development programmes on the basis of the CORI plan of action. The Amazonico brochure, designed with input from all National Societies, was printed in Spanish and Portuguese and will serve as a fund raising both at local and central level.

The branches in the Amazon basin have taken advantage of the Amazonico programme which has provided them with a strong image vis-a-vis other organizations and the community. The implementation of micro projects has also led to an improvement in programme management at all levels. In the majority of the communities, the capacity to negotiate and find solutions to their own problems has improved, and a culture of decision making has replaced the traditional attitude of welfare assistance. The integration of local governmental and non-governmental institutions into the programme has made it possible to expand the coverage and to optimize the use of resources. The

communities use the Red Cross presence as an opportunity to promote realistic interventions that meet their needs. At community level, social networks have been established which facilitate participative planning, leading to development and strengthening of the community. Groups of community volunteers have formed and are also becoming involved in Red Cross work.

### **Constraints**

- In some of the National Societies there is still little commitment to the objectives of the programme. Management, departments and technical areas at headquarters level do not always take advantage of the opportunity of the Amazonico programme, due in part to the workload, too few personnel and little room for exchange and discussion.
- In 2002 there were changes among the national coordinators due to restructuring. These changes will make additional efforts necessary to ensure adequate transfer of systems and experiences.
- In spite of clear operational guidelines, National Societies continue to delay financial and narrative reporting, leading to a delay in the transfer of funds to the projects.
- Analysis of programme experiences and lessons learned has yet to be completed.
- There are difficulties to implement follow up regarding the quality of results obtained by the projects. The information available is insufficient to carry out a valid comparative analysis.
- The programme does not have an exit strategy which to be taken into account when finalizing local development plans. Exit strategies should be developed, disseminated and applied.

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

### **Achievements**

The regional emergency health workshop which took place in the Spanish International Cooperation Agency, AECL, training centre in Cartagena, Colombia, in July was organized in close cooperation with PADRU and PAHO. National society staff from the relief, health and planning departments took part. Participants pledged enhanced cooperation between the health and relief departments of the National Societies, as well as improved coordination with the Ministries of health and PAHO in the design of contingency plans.

### **Constraints**

- Traditionally, the health departments of the National Societies work to a limited degree with other technical areas.

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

### **Achievements**

The regional health delegate worked in particular with the Bolivian, Paraguayan and Venezuelan Red Cross Societies with the objective of strengthening the health departments. Missions were undertaken to Ecuador and Peru and meetings held with the National Society health departments with the aim of designing and enhancing work plans. The health delegate met with representatives of PAHO and the Ministry of Health during his missions in order to reinforce communication with the National Societies.

In October, a meeting with National Societies from the region, PAHO, representatives of the Ministries of Health and the Federation took place in Santa Cruz de la Sierra in Bolivia. The participants established working groups to coordinate the development of activities in the areas of HIV/AIDS, IMCI, voluntary blood donation and health in emergencies.

National Societies took advantage of the regional health workshop mentioned above to exchange experience and share knowledge on community development, IMCI, HIV/AIDS, voluntary blood donation, sexually transmitted diseases and health in emergencies.

The health bulletin produced in the Americas and issued by the Secretariat, *Health in the Americas*, has been distributed to all National Societies every two weeks since February.

### **Constraints**

- Some National Societies have difficulties in coordinating work with governmental, intergovernmental and non governmental organizations. The health in emergency workshop mentioned above is an initiative towards achieving improved cooperation. At branch level, weak organizational structures and little technical capacity are obstacles to developing community health projects..

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

### **Achievements**

The regional health delegate, together with representatives from the Bolivian Red Cross health department, participated in meetings with the Ministry of Health's national coordinator of the blood programme and PAHO in order to design a project promoting voluntary, altruistic and unpaid blood donations. In August, the first workshop under the slogan " Safe Blood" was organized in order to train promoters of voluntary blood donation.

The Ecuatorian and Peruvian Red Cross Societies were identified for the organization of national campaigns on the promotion of voluntary blood donation. Campaigns were initiated in 2002 and will continue into 2003.

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

### **Achievements**

All National Societies carried out activities on the international first aid day on 14 September. The manual on first aid in the community was distributed to the National Societies. The Latin American first aid guide is under revision. The new concept of community first aid was introduced through the different community health and community based disaster preparedness projects.

### **Constraints**

Funding did not become available for the Latin American first aid guide to be printed and distributed to National Societies, in general, little funding was available for this programme component.

### **Organizational Development w**

*Objective 1: To provide training in the identification, planning, management and evaluation of plans, programmes and projects in at least two National Societies in 2002 and one in 2003.*

### **Achievements**

The delegation provided support to the Argentine Red Cross and Brazilian Red Cross which are drawing up national development plans within the respective projects funded by the Federation under the Capacity Building Fund. The Argentine Red Cross is conducting the change process in a open and transparent manner, involving national and international NGOs and institutions and making efforts to adapt to the present and the future. In 2002, the Argentine Red Cross advanced in a number of areas

and the first steps towards improved efficiency and better management are bearing fruit. However, the process will continue in the coming years in order to complete modernization.

During 2002 the Argentine Red Cross initiated a change process. The new Statutes are being drawn up and are expected to be approved at the Assembly to be held in 2003. An important event was a three day training workshop in which 87 per cent of the branches, the National Council and Argentine Red Cross management took part. Principles and values, the ARC mission, its organizational structure and volunteering were the main themes on the agenda. Federation and ICRC representatives participated in the preparation and in the workshop itself.

A project portfolio was compiled and has proved to be a useful tool. The recently established working group with the task of designing the Argentine Red Cross Strategic Plan held meetings and consulted with a broad section of stakeholders. More than 400 persons including volunteers, technical personnel and members of the ARC board were involved in discussions and decisions on the institution's future activities; rarely before have such a large majority of ARC members involved themselves in discussions on the mission and the future of the institution.

In the Brazilian Red Cross, priority was also given to the revision of the Statutes and the importance of having all branches participating in the process. The ICRC delegation in Brazil is also providing support, in particular for the revision of the Statutes and governance issues. A two day meeting, jointly organized by the Federation and the ICRC, was held in August with the presidents from 17 branches and the headquarters. As a first step towards the modernization process, headquarters and branches drew up a strategy for 2002/03 in the areas of health, disaster response, youth and volunteering, communications, fundraising, branch development and institutional image. A document on the agreements established between the headquarters and branches was compiled.

In April 2003, it is hoped that the Brazilian Red Cross executive committee will approve the draft Statutes. It was also decided that the revision of the Statutes should be completed before initiating the National Society development plan process. It is expected that by 2004, the institutional "normalization process" will be completed and a national development plan developed.

However, a severe crisis of ten years is not solved in 12 months, and the Brazilian Red Cross will continue to need support from the Movement as it progresses towards the goal of a well-functioning National Society.

The delegation also supported the planning process in the Ecuadorian Red Cross. At present, the National Society is working on a new national development plan through a participative process and is also undertaking a cooperation agreement strategy (CAS), involving the ICRC from the outset.

The Colombian Red Cross began the process of drawing up a national development plan. In conjunction with the Federation Secretariat, the regional organizational development delegate held a one day workshop on strategic planning for 14 members of the executive committee and a 3 day workshop for all 31 branch presidents. In December, a one week Federation project planning process (PPP) workshop was held for 20 managers. The strategic planning workshop raised awareness among members of the executive committee of the importance of adequate planning. The draft strategic plan was adjusted and approved by the Executive Committee at its last meeting of the year. There was a strong commitment by branch managers who participated in the PPP training course to disseminate the knowledge through regional workshops. Three regional workshops are scheduled for 2003.

### **Constraints**

- The process of statutory reform in the Argentine Red Cross has been slower than expected, mostly because much of ARC resources have been dedicated to the implementation of the social crisis operation. Several workshops were originally planned to take place in 2002. Due to time

constraints, the branch managers' training course were rescheduled for 2003. For the same reason, branch training workshops in different parts of the country were reorganized as a single three day national workshop in Buenos Aires with the participation of 313 persons.

- Governance training courses in the Brazilian Red Cross were initially planned for 2002, but the Federation and the ICRC agreed to postpone these until 2003. Priority was given to the drafting of the Statutes and the work plan did not allow for preparing and running courses.
- National societies identified for possible CAS processes (Ecuador and Peru) did not yet fulfill the required conditions; in Peru the new Statutes first need to be approved. The Bolivian Red Cross completed the CAS process in 2001 and the Argentine Red Cross will work on the CAS in 2003.
- The training seminar on project management planned for four additional National Societies was postponed as the Federation project planning process (PPP) methodology was not available in Spanish until late in the year.

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

### **Achievements**

Financial resource development is part of the capacity building projects in the Argentine and Brazilian Red Cross Societies. In connection with the social crisis, the Argentine Red Cross launched various national campaigns which resulted in generous in kind donations from private companies, NGOs and international organizations. An NGO " Friends of the Brazilian Red Cross" is being established with the aim of recovering the public image of the National Society and initiate fund raising activities. As in 2001, the Communications Forum which took place in Santa Cruz de la Sierra in Bolivia in May 2002, included on the agenda discussions regarding fund-raising strategies and initiatives. The Chilean Red Cross created a foundation (Fundación Cruz Roja Chilena) which gathers a group of major companies which support and council the National Society in fund-raising issues.

### **Constraints**

- As a result of the economic crisis in Argentina, it has been almost impossible to raise funds in cash, whether from the public or the private sector. The government has frozen money held in banks and only limited amounts can be withdrawn.
- The NGO "Friends of the Brazilian Red Cross" will become legally recognized in 2003. Having obtained this status it is allowed it to initiate fund raising.
- Due to the departure of one of the two regional organizational development delegates, it has not been possible to focus on the objectives set out for organizational development to the extent anticipated.

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

### **Achievements**

In June, the third module of the leadership development course, initiated in 2001 and piloted in the Americas, was organized at the Spanish International Cooperation Agency training centre in Antigua Guatemala, in close cooperation with the Guatemala regional delegation: 22 participants from 17 national societies were trained. Decentralization resulted in an adjustment of the workshop contents to the reality of the continent which increased interest and participation. Leadership training is also a component of one of the projects which the Argentine Red Cross is carrying out with funding from the Capacity Building Fund. Support was provided in the design of the course contents and the

coordinators were encouraged to use the knowledge acquired by the Argentine Red Cross participants who attended the leadership development course.

In Bolivia, the regional delegation, in coordination with the ICRC, supported a governing board and management training process. In 2002, this was reinforced thanks to capacity building funds which allowed completion of the planning and management tools, as well as training of management personnel in the branches in the use of these tools. In Peru, the Federation and the ICRC have been working in close cooperation on the design of a plan to support the Peruvian Red Cross in the process of working towards alignment with Strategy 2010. In May, a tripartite agreement was signed with the National Society, the ICRC and the Federation which commits the National Society to begun the statutory review process, together with branch governing board and management training and to work on the national development plan.

### **Constraints**

- In spite of having decided to decentralize the leadership training course to the region and to hold it in Spanish, there was not sufficient preparation of the course material and most of it was only available in English.

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

### **Achievements**

In May, the Inter American Communications and Resource Development Forum took place in the AECI training centre in Santa Cruz, Bolivia. There were 30 participants including representatives of 14 national societies, the Federation, the ICRC and the Spanish Red Cross. The Forum initiated the drawing up of a communications strategy for the region for 2003-007 and a committee was appointed to conclude the drafting of the strategy prior to presentation to the Inter American Regional Committee (CORI). The communicators from the national societies of South America agreed to work closely with the health and youth teams already established in all National Societies since last year's HIV/AIDS workshop. There was a special focus on the responsibility of Red Cross communicators when it comes to communicating anti-stigma messages in relation to HIV/AIDS.

The long distance education programme in communications was initiated in the Argentine and Bolivian Red Cross Societies, again part of the capacity building process, with the participation of all branches. It was planned that only two National Societies were to implement this programme in 2002, but a third national society, Venezuelan Red Cross, was also ready to start implementation. The delegation's communications officer held an introductory workshop and the programme was launched in November. Unfortunately, a national strike broke out on 1 December which paralyzed the process.

Translation of the Federation's communicators' guide into Spanish was decentralized from the Secretariat in Geneva to the regional delegation. The magazine *Noticias de America Latina* was distributed to all National Societies. Lack of funds limited the distribution to a single edition in November. Support was given to National Societies for their public information activities in relation to Red Cross day celebrations and the launch of the World Disaster Report.

### **Constraints**

- Traditionally the communications departments of the region have not worked as a regional network. This issue will be taken up at the next communications forum in February 2003.
- National Society management needs to reinforce the importance of information in relation to day-to-day work and activities, and not only in disaster situations, and as one of the most efficient ways of attracting potential donors.

- Funding for communications continues to be scarce. The communication departments need to initiate a fundraising strategy.

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

#### **Achievements**

Youth is a key driving force in the modernization of National Societies. The youth and gender officer continued to support the youth departments based on the regional youth plan previously adopted. The youth and gender officer visited Chile, Ecuador, Peru and Uruguay and the Argentine Red Cross youth department also received considerable support. During these missions, organizational development support towards strengthening youth departments was integrated with gender training and HIV/AIDS activities, a priority of the regional youth plan. It has proved a successful integrated model to include organizational development with issues related to specific programme development. In November, the annual regional youth assembly took place with the participation of nine persons from nine National Societies.

#### **Constraints**

- In some National Societies the area of youth does not receive political support and few financial resources are available .
- Much more could be done to establish alliances with other organizations.

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

#### **Achievements**

The regional delegation provided support on an individual basis to National Societies' gender focal points and teams. The gender perspective has been promoted particularly in the area of disaster preparedness and disaster response continuing the regional delegation's strategy from 2001. In the area of disaster preparedness, the issue of gender was included in the regional intervention team training. Thanks to the sub-regional strategy of working closely with the disaster preparedness delegate and his constant cooperation with PADRU, gender training has now been secured as an element in the RITs training programme across the Americas. In addition, in the selection process for RITs members, gender equity is now a key criteria.

The youth and gender officer participated in a Federation gender training workshop and disseminated experiences from the region. Fifty-five volunteers from the Ecuadorian and Uruguayan Red Cross Societies participated in gender awareness workshops organized by the regional delegation's youth and gender officer. A second edition of the gender training manual was printed and distributed to the National Societies of the Americas.

#### **Constraints**

- The regional delegation has made considerable progress in raising gender awareness in National Societies. However, the knowledge and technical tools in the National Societies are not yet sufficient to apply a gender perspective in field work, neither do all National Society departments take gender into consideration in their work.

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

#### **Achievements**

Several National Societies have volunteer and training departments which are responsible for volunteer recruitment, training and retention. The concept of rights and duties of volunteers was introduced in the process of revision of Statutes and regulations currently being carried out in the

region. Volunteering and volunteer management are part of the Capacity Building Fund projects implemented by the Argentine and Bolivian Red Cross Societies. The regional delegation has been providing support in this area through technical advice.

#### **Constraints**

- The planned volunteering workshop, scheduled for the last quarter of the year, was postponed, given the departure of one of the organizational development delegates and the transfer of the delegation to Lima.

#### **Regional Cooperation w**

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

#### **Achievements**

The regional delegation has held a number of regional meetings and seminars and also facilitated the participation of National Societies in the region in activities taking place in other parts of the world. In 2002, the National Society relief directors met at the RITs course in order to exchange information and experience, promoting support of National Societies in the region. During the annual youth assembly, the regional strategy was revised, contributing to improved coordination and the setting of priorities at National Society level. A meeting was held in October with the ten National Societies in South America, representatives of the Ministries of Health and of PAHO, and focused on common interests and improved coordination through joint activities in the field of health interventions. The aim of the meeting was to develop on a regional basis the overall agreement signed by PAHO and the Federation. The Communications Forum was another initiative ensuring exchange and coordination amongst National Society personnel and Federation delegates working in communications and information.

Particular support to the Inter American Regional Committee was provided from the regional delegation with the coordination of the Americas department. The regional delegation continues to support the Chilean Red Cross in the preparation of the Inter American Conference. In 2002, the delegation helped to prepare a meeting in January 2002 in Chile and a second meeting in Panama in September 2002, in preparation for Conference scheduled to be held in Santiago de Chile in April 2003. In addition, the delegation took part in and supported the organization of a CORI commission responsible for preparing a new statutory text which will be submitted for approval during the Inter American Conference.

After consultations with the Presidents of the National Societies in the region, it was decided to cancel the presidents' and technical seminars' meeting, planned to take place in Uruguay by the end of the year, in order to focus efforts and resources towards the Inter American Conference of 2003.

***Objective 2: to strengthen the regional delegate recruitment programme in South America***

#### **Achievements:**

The lists of open positions were distributed to all National Societies. A telecommunications delegate from Colombia was deployed to Pakistan/Afghanistan in May. Staff from the local team in the regional delegation in Buenos Aires were promoted as international or regional delegates and were transferred to the regional delegation in Lima. A FACT course organized in Panama in October was attended by two National Society members from Argentina and Colombia. Two persons from the National Societies in the region participated in a FACT team leader training course in Germany.

### **Constraints**

- The regional delegate recruitment programme has yet to be further institutionalized in the National Societies. The basic training course (BTC) planned in the region for 2001, then postponed to 2002, was once more postponed given lack of funding.

### **Coordination and Management w**

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

### **Achievements**

As mentioned above under the disaster preparedness section regarding the Camalote programme and under health regarding the Amazonico programme, a regional meeting on community development was organized in Lima. Two representatives from the Golfo de Fonseca (Central America) programme took part, reinforcing the exchange of experience between the regions. The delegation made progress as regards the unification of criteria, procedures and methodologies. The BPI initiative, under the disaster preparedness programme, is also contributing to better planning both at the delegation and National Society level. Over the year, Quarterly meetings of all disaster preparedness delegates and PADRU staff became institutionalized, resulting in coherent cross regional planning and allowing for more efficient and effective response mechanisms to be operationalized.

The PPP methodology was introduced in the regional delegation and was used for the drawing up of the 2003 annual appeal.

### **Constraints**

- The introduction of the project planning process (PPP) methodology was delayed at National Society level since the material was not available in Spanish until late in the year.
- It is difficult to raise funds in the region, given the economic crisis.

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

### **Achievements**

In March, the regional delegates in the Americas met for a three day evaluation and planning meeting in Panama. Lessons learned were shared from some of the major operations and programmes throughout the Americas, the need for stronger coordination between delegates and delegations discussed, objectives for 2002 were revised and the outline of the appeal 2003-2004 was presented. These discussions were followed by a two day meeting on the Federation-ICRC harmonization process attended by both institution's heads of delegations and organizational development/cooperation delegates in the Americas, as well as key persons from the respective headquarters in Geneva. The outcome of the meeting was a plan for the Federation-ICRC harmonization for Latin America and the Caribbean identifying main areas of cooperation and priority countries.

In May, the annual partnership meeting for the Americas took place in Quito, Ecuador. PNS and ICRC representatives from both headquarters and the field took part, as well as representatives of CORI and some five National Societies in the Americas. The regional delegation was responsible for all logistical aspects of the meeting and worked together with the Ecuadorian Red Cross. The Federation's Secretary General participated in the meeting which coincided with his visits to the Colombian, Ecuadorian and Peruvian Red Cross Societies.

In Argentina, the regional delegation initiated contacts with Embassies and private companies in order to seek support for the emergency appeal for the social crisis in Argentina. The delegation initiated cooperation with the Embassy of New Zealand in Buenos Aires, resulting in support to the Camalote programme both in Argentina and Paraguay.

Meanwhile, the Amazonico programme received funding from Tetra Pak thanks to fund-raising efforts at the level of the Secretariat. The delegation initiated contacts with Tetra Pak in Lima, Peru, and a representative participated in sections of the regional community development programme meetings.

The delegation held meetings or organized field trips with the Finnish, German, Norwegian, Spanish and Swedish Red Cross Societies and maintained contact with all PNS delegates in the region. The delegation also maintained periodical contacts or held meetings with the five corresponding ICRC delegations: the regional delegations in Buenos Aires and Caracas, and the country delegations in Brazil, Colombia and Peru. In Peru, a tripartite letter of intent regarding organizational development was signed between the Peruvian Red Cross, the Federation and the ICRC in line with the harmonization process. Frequent meetings were also held during the year with the National Societies with bilateral representation in the region.

### **Constraints**

- The CAS process in Ecuador was delayed for internal reasons, but is expected to be finalized in 2003. However, during the partnership meeting in Quito, dialogue with the PNSs was initiated. The PNS indicated clear interest in participating.

*Objective 3: To improve the delegation's management activities.*

### **Achievements**

During the first quarter of the year the delegation went through an intense planning exercise for 2002. All delegates developed their annual performance objectives.

The head of the regional finance unit based in Guatemala and one of the financial analysts visited the regional delegation over a one week period. Financial and administrative procedures were reviewed and some new procedures were put in place. The delegation maintains a good working relationship with the regional reporting unit.

In the end of February the Peru office for the earthquake closed and all matters related to the Peruvian Red Cross were transferred to the regional delegation. In May, one of the regional organizational development delegates became liaison delegate in Brazil and opened the Federation liaison office at the Brazilian Red Cross headquarters in Rio de Janeiro. In order to reinforce the regional delegation in Buenos Aires, where the head of regional delegation and one organizational delegate remained, the regional disaster preparedness delegate moved from the La Paz office. This office was maintained until November through the presence of the regional health delegate. In June, the Federation liaison office in Colombia was closed, while the proposal regarding continued Federation presence in Colombia is under review.

In November the regional delegation was moved to Lima, Peru. Staff of the delegation include a newly-recruited head of delegation, a finance and administration delegate, a disaster preparedness delegate, an organizational development delegate and a health delegate, together with local personnel. In December the sub-regional office in Buenos Aires moved into the premises of the Argentine Red Cross headquarters. The office is made up of a sub-regional coordinator, previously the head of delegation in Buenos Aires, an information and reporting officer, a finance and administration officer and a community programme officer, together with other local staff members. The division of responsibilities in 2003 has been defined as follows: the sub regional office will cover Argentina, Bolivia, Brazil (together with the liaison delegate in Rio de Janeiro), Paraguay and Uruguay, whereas the Lima delegation will be responsible for Chile, Colombia, Ecuador, Peru and Venezuela; the regional delegation assumes responsibility for overall programme management and policy implementation. These changes are in line with the Federation's regionalization process to facilitate

provision of services at closer proximity to the National Societies, more tailored to meet with each National Society's individual needs. The regional delegation took an active role, in coordination with the Americas department, in the design of the new structure, consultation and dissemination of plans regarding the new map of Federation presence in South America with the region's National Societies. Negotiations had already begun in March 2002 with the Peruvian government with a view to obtaining a status agreement for the new delegation.

### **Constraints**

- The departure of one of the organizational development delegates to Brazil in May left a vacancy which was not filled until October.
- Preparations for the translation of the regional delegation to Lima and the staff rotation at the same time, exhausted limited human resource capacity.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

**INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES**

Interim report	
Annual report	X
Final report	

**Appeal No & title: 01.22/2002 South America regional**

**Period: year 2002**

Project(s): PAR002, BO001, BR001, 160, CO001, 160, 503, EC003, 160, PE003, P46002, 46025, 46101, 46103, 46162, 46164, 46165, 46401, 46903, 46905, 46907, 46908, 46925, VE001, 160, 401, 402, 501

**Currency: CHF**

**I - CONSOLIDATED RESPONSE TO APPEAL**

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	4,619,037				
less					
Cash brought forward	411,339				
<b>TOTAL ASSISTANCE SOUGHT</b>	<b>4,207,698</b>				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	34,045				34,045
Austrian Red Cross (DNAT)	9,992				9,992
British Red Cross (DNGB)	4,646				4,646
Canadian Red Cross (DNCA)	8,002				8,002
DFID - British Government (DFID)	70,135				70,135
DFID 3- British Government (DFID03)	276,721				276,721
Donor - Capacity Building Fund (DCBF)	524,900				524,900
ECHO-TPS/219/1999/02003 (DEAM03)	289,241				289,241
Finnish Govt.via Finnish Red Cross (DGNFI)	221,482				221,482
Finnish Red Cross (DNFI)	88,065				88,065
Irish Red Cross (DNIE)	479				479
Netherlands Red Cross (DNNL)	3,758				3,758
New Zealand Government (DGNZ)	12,294				12,294
Norwegian Red Cross (DNNO)	58,650				58,650
Pharmacia Foundation (DPS001)	43,618				43,618
Portuguese Red Cross (DNPT)	19,712				19,712
Spanish Red Cross (DNES)	236,011				236,011
Swedish Govt.via Swedish Red Cross (DGNSE)	348,359				348,359
Swedish Red Cross (DNSE)	17,732				17,732
Swiss Red Cross (DNCH)	90,678				90,678
United Arab Emirates Red Crescent (DNAE)	3,969				3,969
Spain				79,342	79,342
Sweden				49,938	49,938
<b>TOTAL</b>	<b>2,362,488</b>			<b>129,280</b>	<b>2,491,768</b>

**II - Balance of funds**

OPENING	411,339
CASH INCOME Rcv'd	2,362,488
CASH EXPENDITURE	-1,812,547
	-----
<b>CASH BALANCE</b>	<b>961,281</b>

## Appeal No & title: 01.22/2002 South America regional

Period: year 2002

Project(s): PAR002, BO001, BR001, 160, CO001, 160, 503, EC003, 160, PE003, P46002, 46025, 46101, 46103, 46162, 46164, 46165, 46401, 46903, 46905, 46907, 46908, 46925, VE001, 11

Currency: CHF

### III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction		51,900			51,900	-51,900
Clothing & Textiles		1,312			1,312	-1,312
Food & Seeds		17,306			17,306	-17,306
Water & sanitation		264			264	-264
Medical & First Aid	55,868	7,023			7,023	48,845
Teaching materials		6,062			6,062	-6,062
Utensils & Tools		7,854			7,854	-7,854
Other relief supplies		1,742			1,742	-1,742
<b>Sub-Total</b>	<b>55,868</b>	<b>93,463</b>			<b>93,463</b>	<b>-37,595</b>
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	8,200	40,479			40,479	-32,279
Medical equipment						
Other capital expenditures	33,610	11,623			11,623	21,987
<b>Sub-Total</b>	<b>41,810</b>	<b>52,103</b>			<b>52,103</b>	<b>-10,293</b>
<u>TRANSPORT &amp; STORAGE</u>	19,950	66,953			66,953	-47,003
<b>Sub-Total</b>	<b>19,950</b>	<b>66,953</b>			<b>66,953</b>	<b>-47,003</b>
<u>PERSONNEL</u>						
Personnel (delegates)	701,178	382,711		129,280	511,991	189,187
Personnel (national staff)	737,519	386,389			386,389	351,130
<b>Sub-Total</b>	<b>1,438,697</b>	<b>769,100</b>		<b>129,280</b>	<b>898,380</b>	<b>540,317</b>
<u>GENERAL &amp; ADMINISTRATION</u>						
Assessment/Monitoring/experts	156,829	36,827			36,827	120,002
Travel & related expenses	321,422	225,044			225,044	96,378
Information expenses	245,291	39,687			39,687	205,604
Admin./general expenses	920,827	202,313			202,313	718,514
External workshops & Seminars	910,249	16,832			16,832	893,417
<b>Sub-Total</b>	<b>2,554,618</b>	<b>520,702</b>			<b>520,702</b>	<b>2,033,916</b>
<u>PROGRAMME SUPPORT</u>						
Programme management	311,462	122,258			122,258	189,203
Technical services	93,235	36,432			36,432	56,803
Professional services	103,397	40,414			40,414	62,983
<b>Sub-Total</b>	<b>508,094</b>	<b>199,105</b>			<b>199,105</b>	<b>308,989</b>
Operational provisions		102,011			102,011	-102,011
Transfers to National Societies		9,109			9,109	-9,109
<b>TOTAL BUDGET</b>	<b>4,619,037</b>	<b>1,812,547</b>		<b>129,280</b>	<b>1,941,827</b>	<b>2,677,211</b>