

# 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

3 May 2005

### In Brief

*Appeal No. 01.54/2004; [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/015404a.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/015404a.pdf)*

*Revised Appeal target: CHF 3,405,434; Appeal coverage: 61.3%.*

*([click here to go directly to the attached Financial Report](#)).*

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

**For further information specifically related to this Annual Appeal please contact:**

- Regional Delegation for South America, Head of Delegation, Charlotta Relander; Phone 511-221-8151; Fax 511-441-36; E-mail [ifrcpe01@ifrc.org](mailto:ifrcpe01@ifrc.org)
- Desk Officer, Americas Department, Jan Gelfand; Phone 41-22-730-4535; Fax 41-22-733-0395; E-mail [jan.gelfand@ifrc.org](mailto:jan.gelfand@ifrc.org)

### Overall Analysis

South America continues to suffer the effects of the ongoing armed conflict in Colombia and social unrest in Bolivia, Ecuador, Paraguay, Venezuela and parts of Peru. Within the region there is an emerging trend towards market economies and increased social programmes targeting exclusion and inequality. There is also a trend towards more political and economic cooperation among South American countries. Although the economy in the region has recorded positive indicators recently, with a dramatic recovery in Argentina, inequality continues to be a major problem.

During recent years, South American National Societies have made significant progress towards fulfilling the characteristics of a well-functioning National Society, and the ten National Societies are increasingly focusing their humanitarian work within the framework of the Plan of Action of the XVII Inter-American Conference. Planning processes, both at the local branch level and at the national level, are now seen as part of a continuum that have their basis in the needs of vulnerable communities, and are in line with the Plan of Action of the XVII Inter-American Conference, Strategy 2010, the Strategy for the Movement and the Millennium Development goals. These strategic planning processes gave birth to a new generation of National Strategic Plans, where working with communities through integrated projects is beginning to be mainstreamed, and where local participative planning is increasingly adopted as the model for branch planning.

Several National Societies have taken full advantage of the support of the Capacity Building Fund, of DFID funds and of multilateral funds from the Swedish Red Cross to implement thorough processes of change: in Chile, the National Society has determined to re-focus its plan towards the challenges of the new context; in Ecuador, the modernization process has triggered a revision of the National Society's funding basis; in Venezuela, the National

Society is going through a thorough self-assessment exercise. Complete organizational development processes were also carried out in Argentina, Brazil, Bolivia, Colombia and Peru (please see Organizational Development).

In March 2004, the *X Meeting of Presidents and Technical Seminars* was held in Montevideo. The meeting focused on the changes needed in order to implement the Plan of Action of the Inter American Conference. In October, the Regional Delegation hosted, together with the ICRC, the first sub regional meeting of presidents, which presented an excellent opportunity to continue supporting the building of a common strategic vision. The presidents and their representatives took a decision to hold similar meetings once a year, and to invite their directors general to attend the sessions too.

The harmonization process between the ICRC and the Federation was strengthened during 2004: the ICRC cooperation delegates took part for the first time in a planning meeting of the Federation and a system of reporting was introduced. In addition, joint missions took place and joint analysis was strengthened. The Plan of Action of the Inter American Conference has become a common framework for support to National Societies and resources have been pooled to improve impact. Cooperation Agreement Strategy (CAS) processes have been launched in Bolivia, Colombia and Ecuador, and provided inputs towards an innovative approach to rights and obligations in cooperation. The CAS process in Ecuador has shown some interesting features of the relationships developed, and will be examined during 2005 as a case study, to be shared with all.

By the end of 2004, nine National Societies were committed to strategic planning. However, much work remains to be done and could be jeopardized should the level of funding further diminish. Support to the ten National Societies in the region is provided by the Lima Regional Delegation, with the collaboration of the Buenos Aires Sub Regional Office and a Federation Representative in Bogotá, Colombia. During 2005, it is foreseen to establish a position of Federation representative in Bolivia in response to increased needs in the country.

## Objectives, Achievements, and Constraints

**Goal for all Regional Delegation's programmes: 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

**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*.**

**Objective 1: The Health Departments, their capacity and the partnerships of the South American Red Cross National Societies have been strengthened in line with *Strategy 2010* and the *Santiago de Chile Commitment*.**

Throughout 2004 the Regional Delegation participated in the Andean Committee for Disaster Prevention and Response (CAPRADE), which contains strategic directions for the areas of disaster and health. CAPRADE seeks to contribute to the reduction of risk and of the impact of natural disasters in the Andean sub region through the coordination and promotion of policies, strategies and plans and the boosting of activities in prevention, mitigation, preparation and response to disasters, as well as rehabilitation and reconstruction. CAPRADE also works to boost cooperation, mutual assistance and exchange of experience.

Using the CAPRADE strategy as a framework, the Pan American Health Organization (PAHO), the Andean body responsible for health, (the Hipolito Unanue Convention), the Federation and the Ministries of Health of the six Andean countries (Bolivia, Chile, Colombia, Ecuador, Peru and Venezuela) have designed a regional disaster preparedness strategy for the health sector known as the *Andean Plan for Disaster Preparedness and Response for the Health Sector in case of Emergency or Disaster Situations 2005-2010*, referred to as the *Andean Plan*. The

Regional Delegation took a leading role in the drafting committee. After several joint meetings the *Andean Plan* was consolidated and approved in Uruguay in December 2004 by the national authorities responsible for emergencies in the six countries. In that meeting the parties agreed to the need to define the operational details of the *Andean Plan*, which is one of the main tasks for year 2005. It is expected that the *Andean Plan* will be signed by Ministers of Health of the Andean countries in April 2005.

Another relevant commitment and task for 2005 is the drawing up of a similar plan for the MERCOSUR region (southern cone countries) and its inclusion in the Inter-governmental Commission for Risk and Vulnerability Reduction Management of MERCOSUR. The first meeting with the MERCOSUR Ministries of Health is scheduled for March/April 2005.

The Colombian Red Cross Society health department went through a series of strategic planning sessions in the second half of 2004, with support from the Federation, which resulted in a new strategic plan for the health department, consistent with the Inter American Plan of Action. According to the 2005 plan of action, activities will focus on mother and child health and preventive health activities (see also HIV/AIDS).

The South American health network was re-launched during the *South American Annual Meeting of Health Directors in September 2004* as a coordination and interaction mechanism for National Society health departments. The network will need defined terms of reference and regulations in order to be an effective coordination tool for the National Societies. Members of the health network in each country were identified, and liaison focal points were established with the youth and disaster preparedness departments. The network receives information from the Regional Delegation on a regular basis and provides the necessary technical support. In addition, contact with academic institutions began with the goal of supporting the network by creating a system to share experiences, activities, and new methodologies. To this effect, an important agreement took place at the end of the year with the Latin American School of Social Sciences (FLACSO), which during 2005 will provide members of the South American National Societies with a one-year on-line postgraduate course: *Diploma in Health Policies and Management* ([www.flacso.org.ec](http://www.flacso.org.ec)). Part of the curriculum of this course will include a disaster preparedness module. The Federation is offering 20 scholarships for appropriate candidates from the National Societies.

Another important initiative of the health programme through 2004 was the definition of the process of scaling up of National Societies' health departments. This was done in coordination with the Secretariat and specific activities to be carried out in 2005 have been defined. Technical criteria were developed in order to prioritize the National Societies that are in a position to increase the volume of health interventions in line with the Plan of Action of the Inter-American Conference, during an initial phase. The priority National Societies are: Argentina, Bolivia, Chile, Colombia, Ecuador and Peru. In fact, the Ecuadorian Red Cross (ERC) is benefiting from a consolidated project to develop and enhance the health department, with funding from the United Kingdom's Department for International Development (DFID). The project will address the health department's structure, functions, human resources, relations with branches and interaction with other departments. The results of this exercise will be shared with other National Societies within the health network.

The health scaling-up process was analyzed in two meetings of health directors that took place in September and November. The meeting in November also included the participation of health programme directors from the Honduran and Salvadorean Red Cross Societies. The main objective of the meetings was to coordinate the work of the South American National Societies in the area of health and establish priorities for 2005. Mechanisms for better coordination between the HIV/AIDS, disaster management and communications programmes were defined, as coordination was identified as a need for most National Societies. Ways of improving the integrated management of childhood illnesses (IMCI) projects in the region were discussed, in particular with a view to enhancing and promoting work between PAHO, the American Red Cross and the National Societies.

During the *South American Annual Meeting of Health Directors*, the National Societies chose two spokesmen, one for the Andean countries (the Venezuelan Red Cross health director) and another for the Southern Cone countries (the Chilean Red Cross health director), to represent them internationally, in meetings such as those of

CAPRADE and the Andean Plan. Next year the annual meeting will be celebrated jointly with National Society relief directors in order to reinforce the integrated work between the health and disaster management programmes.

Feedback on activities regarding specific health campaigns was received from all National Societies and published on the regional website [www.cruzroja.org](http://www.cruzroja.org). Campaigns during 2004 included *World Health Day* (7 April), *World Voluntary Blood Donor Day* (14 June), *World First Aid Day* (11 September) and the *World AIDS Day* (1 December).

**Objective 2: The National Societies in South America contribute to the fight against HIV/AIDS, stigma, discrimination and related diseases (TB) in partnership with REDLA and local people living with HIV/AIDS (PLWA) associations and develop prevention interventions and care activities.**

In November 2005, two major events will take place under one banner and venue, in Lima, Peru: the 12<sup>th</sup> *International Conference for People Living with HIV/AIDS* and the 7<sup>th</sup> *International Conference on Home and Community Care for People Living with HIV/AIDS*. The Regional Delegation will take advantage of this strategic opportunity for National Societies of the region, by promoting its participation. The Lima Regional Delegation is providing technical support to the NGO REDLA+ Peru, which as host country, will take the leading role of coordination. During 2004, several meetings with strategic partners to organize the participation of the Red Cross in both of these conferences were carried out and a communications plan for the events has been drafted.

National Society youth departments, in coordination with the health departments, work to fight against HIV/AIDS, stigma, discrimination and related diseases. The South American Red Cross youth network has been active since 2000 and has maintained the leadership of HIV/AIDS activities, as it is a major focus of the regional plan "*Joven Sur*" or (*Youth South*). Special dates such as the *World Red Cross and Red Crescent Day* (8 May) and *World AIDS Day* (1 December), provide an opportunity to carry out activities to reach the population with the anti-stigma message promoted by the Federation through its global campaign *The truth about AIDS... Pass it on* that breaks many myths about how HIV/AIDS is transmitted. Specific National Societies' activities can be consulted through reading previous programme updates or through the regional website [www.cruzroja.org](http://www.cruzroja.org).

In Colombia, the National Society, with support from the Federation and the organization "LigaSida", established a comprehensive advocacy and prevention-oriented HIV/AIDS plan of action. The Colombian Red Cross Society reintegrated the country coordinating mechanism (global fund) and the expanded the thematic working group on HIV/AIDS, established an HIV/AIDS management team and trained almost 5,000 volunteers, staff and youth in non discrimination and anti stigma.

Two particularly successful HIV/AIDS initiatives were carried out in 2004 by National Societies of the region. The first is the *Summer Camp for Children Living with HIV/AIDS* undertaken by the Uruguayan Red Cross (URC) and the NGO FRANSIDA, with the financial support of the Regional Delegation. This important initiative is adapted to these vulnerable children's needs; the boys and girls that participate in the camp come from poor families and often must take care of their siblings or provide their own daily income needs. The idea of the summer camp is to help 30 children gain a sense of dignity. The objective of the URC, in addition to continuing activities for this group of children throughout the year, is to build a permanent home so that those children who cannot live with their families or with an adult who can take care of them are not placed in institutions that do not care appropriately for their needs. The summer camp aims to give some relief to the children living with the double load of HIV/AIDS and poverty. The second successful experience is through the Ecuadorian Red Cross which has taken a leading role in the country by using an education-entertainment approach to address the subject of HIV/AIDS and musical shows and videos with popular music groups have been produced through out the year. Mapping with regard to the implementation of the regional HIV/AIDS plan was carried out through questionnaires to National Societies. The results contributed to the revision of the plan in which Argentina, Colombia and Uruguay are taking active part.

The questionnaires evaluated the relevance of the National Societies' work in relation to the 2002-2004 Regional HIV/AIDS Plan, including the main needs, and strengths and weaknesses of the plan. From these questionnaires,

it became clear that those National Societies that have made use of the plan have had resources available to coordinate with networks of people living with HIV/AIDS, such as REDLA+. One of the main difficulties has been that in some National Societies the plan has not been disseminated at all levels. For this reason, there is a need to create mechanisms to carry out activities in coordination with other areas of Red Cross work. During the meeting of health directors held in November, it was agreed to design a communications strategy for the regional HIV/AIDS plan, focused on three main points: alliances, the reality of the epidemic and the Red Cross commitment to PLWAs. As a result of the meeting, other networks have been integrated into the plan, the proposal for the 2005-2006 regional HIV/AIDS plan was drawn up in a participative manner, and a proposal to update the agreement between the Regional Delegation and REDLA+ was drawn up.

**Objective 3: The National Societies in the region have the capacity to work in community health, including first aid, promotion of voluntary blood donation and social welfare in an integrated manner based on morbidity and equity profiles of the countries and in partnership with communities, the Ministries of Health (MoHs) and the Pan American Health Organization (PAHO).**

A good example of a successful community health programme is *Towards a Healthy and Safe Community* implemented by the Bolivian Red Cross with funds from DFID and which has concluded its first phase. The project has been carried out in the most vulnerable areas of the city of La Paz: the communities of Cotahuma, located on the south-eastern mountain slopes where almost 55,000 people live, the majority in conditions of poverty. The communities from the municipality of Cotahuma: Tembladerani, Cotahuma, Las Lomas, Alto Obispo Bosque, Llojeta and Pasankeri, are now prepared to implement disaster preparedness plans in case of an occurrence of the two most common disasters in the region: mudslides during the rainy season and soil erosion due to subterranean waters. The project is now in its second phase which seeks a more integrated approach between the areas of health and disaster management, and also includes a water and sanitation component. This phase involves more communities from the Cotahuma district and more community based organizations.

Agreements have been made with PAHO and the American Red Cross in order to obtain more updated information regarding integrated management of childhood illnesses (IMCI) projects in the region. It is necessary to enhance and promote coordination between PAHO, the American Red Cross and the National Societies in order to better implement the IMCI strategy.

The Colombian Red Cross Society began working with the Ministry of Social Protection on the IMCI initiative and began coordinating activities with this ministry and with the National Institute for Family Matters (ICBF). The Colombian Red Cross Society also implemented an IMCI project in the Nariño department, in coordination with the Pan American Health Organization and the World Health Organization. With funds from the International Organization for Migration (IOM) the Colombian Red Cross Society implemented community based primary health care project in five departments in the country. For 2005, the plan of action includes implementing the IMCI strategy in 10 departments.

Currently, five countries in South America are employing the IMCI strategy: Bolivia, Colombia, Ecuador, Peru and Venezuela. Argentina and Paraguay have also expressed interest in developing this strategy. The IMCI network was re launched during the year and is now functioning well, promoting the exchange of experiences and lessons learned.

The Federation is active in promoting voluntary non-remunerated blood donation; most of the National Societies activated blood donation campaigns in June, in the framework of the *World Voluntary Blood Donor Day* (14 June) with the support of local media. Another main objective of the health programme is to develop life-saving practices in the communities by increasing the number of families where at least one member has been trained in first aid. In the context of these efforts, and to mark *World First Aid Day* (11 September), the South American National Societies organized several public first aid workshops in fairs and on streets. Specific activities in the region regarding these two important dates can be found on the regional webpage [www.cruzroja.org](http://www.cruzroja.org), where special sections were created to highlight these campaigns.

Community health programmes and the process of strengthening National Societies' health capacities are carried out with the financial support of the Swedish Red Cross.

## **Disaster Management**

**Programme Objective: National Societies in the region have improved their capacity to work with vulnerable communities, and have developed integrated strategies, structures, systems, plans and activities for disaster preparedness and intervention in case of emergencies, with the aim of reducing vulnerability in the communities affected by natural disasters.**

**Objective 1: National Societies in the region have consolidated an integrated disaster management system.**

The main achievement of this programme towards this objective was the active participation of the Regional Delegation in the Andean Committee for Disaster Prevention and Response process of designing a regional disaster preparedness strategy for the health sector in the six Andean countries: (please refer to the *Health and Care* section – Objective 1). The Regional Delegation was also represented at the *III Meeting of Andean Civil Defence Institutions*, carried out in June, in Ecuador, in where the Federation carried out an exercise to examine the Civil Defence laws of the South American countries. It was concluded that only five countries mention the role of the Red Cross in their emergency response systems. Furthermore, only the Colombian and Ecuadorian Red Cross Societies currently have a disaster preparedness plan which is in line with their government's plan. In these two countries, the role of the Red Cross is clearly outlined in the Civil Defence laws. It is hoped that the other National Societies in the region will be able to draw up disaster preparedness plans for integration into governmental strategies. The major constraint to including the Red Cross in official national plans is that in most of the countries the issue of Civil Defence is handled by the military and government officials.

In addition, the Federation, along with the Peruvian Red Cross, was invited to participate in the working group of the International Search and Rescue Advisory Group (INSARAG). INSARAG showed a clear interest in working with all the National Societies in the region. Alliances made with disaster management institutions through CAPRADE, INSARAG and the Civil Defence are of particular value for the work of the National Societies.

All ten National Societies in South America have trained National and Regional Intervention Team members (NITs and RITs). NIT workshops were carried out in Ecuador, in July, and Peru, in November, with the participation of National Society volunteers, the ICRC and the Federation. Meanwhile, a RIT workshop took place in Argentina, in November, with participants from the National Societies of the Americas; this workshop facilitated the update of the RITs data base. Although the RITs members from the region are not yet mobilized on a regular basis, two members were deployed in 2004, both from the finance area, to support emergency appeal operations: one from the Venezuelan Red Cross to work in the floods operation in Colombia and the other from Colombia to work with the Cuban Red Cross in support of the operation in response to Hurricane Ivan. There are a significant number of human resources of the region trained in Federation's disaster tools and methodologies, which could be wisely used. These volunteers are able to train other volunteers, sharing their knowledge and strengthening the capacities of their National Societies.

Together with the Pan American Disaster Response Unit (PADRU), the protocols for information management during a disaster were revised and updated. The Regional Delegation facilitated the section relating to Information in Emergencies or Disaster Situations in the RIT workshop carried out in Argentina. This revision clearly designates responsibilities to the National Societies, the Regional Delegation and PADRU in the event of a disaster, strengthening the flow of information.

The Federation has been working closely with the ICRC in respect of the dissemination of the Safer Access approach, which guides a National Society to respond to situations of social unrest. One particular case is the revision of the Bolivian Red Cross' contingency plan for situations of internal violence designed as a framework for volunteer participation. The Safer Access approach has also been included in the curriculum of the NIT

training course. Other example is the joint work started last year with the Paraguayan Red Cross, which will continue during 2005, to strengthen the capacities of the National Society to respond to situations of unrest. For the 2005 it is anticipated that improvements will be made in respect of the compilation and analysis of experiences and processes undertaken in situations of internal disturbances.

Meetings such as the *X Meeting of Presidents and Technical Seminars* and the *South American Annual Meeting of Relief Directors*, allowed the relief directors and technicians of the ten National Societies to share training and planning advice, introduce staff exchanges and follow up on initiatives. During the annual meeting, the ten National Societies chose the Colombian Red Cross Society's relief director as their spokesman for inter-institutional meetings, such as meetings with CAPRADE. Next year the relief directors' meeting will be carried out jointly with National Society health directors to reinforce the integrated work between the health and the disaster management programmes, in line with the *Plan of Action of the Inter-American Conference*.

The National Society's relief network benefits from an active virtual space on the regional website [www.cruzroja.org](http://www.cruzroja.org) for forums and discussions, which promotes the exchange of experiences, lessons learned and best practices, and also facilitates the organization of events.

The challenge of the National Societies is to adjust their relief department plans in order to strengthen the capacities of their volunteers, not only in the area of response, but also with respect to needs assessments and long-term interventions.

**Objective 2: National Societies in the region have improved their capacity to increase community awareness of risk factors through community based disaster preparedness (CBDP).**

Throughout the year the Vulnerability and Capacity Assessment (VCA) tool has been widely promoted. Until 2003, although all National Societies in the region had volunteers trained in the VCA tool, the relevant documentation existed only in English, limiting access to information. However, in August 2004, the first VCA training of trainers' workshop to be delivered in Spanish was carried out in Guatemala, with the participation of the Argentine, Paraguayan and Venezuelan Red Cross Societies, as well as the Regional Delegation. Increasing the number of Spanish-language tools available is an important step forward in disaster preparedness for the region. During the year, national VCA workshops were carried out in the National Societies of Bolivia, Chile, Ecuador and Venezuela. The Argentine and the Paraguayan Red Cross Societies have included the VCA tool as a main part of the appraisal stage of CBDP projects.

During 2004, the Peruvian Red Cross gathered information in order to document all community-based education activities carried out from 1997 to 2003. The resulting document will be a useful assessment tool and also a framework for future implementation of community-based education projects in the region. The resulting document is oriented to analyze:

- Community education scope
- Educational materials
- Methodology
- Content
- Effects and impact
- Lessons learned

The Federation is supporting the Peruvian Red Cross in documenting community-based education activities and is providing technical advice, while encouraging all National Societies involved in community-based education projects to document, analyze and report on their experience as well as the involvement of local authorities and organizations that are part of the projects. The Peruvian Red Cross analysis is being funded by the Swedish Red Cross. The findings of the evaluations of the Camalote and Amazonico community integrated programmes, (please refer to the *Community Integrated Programmes* section), are complementary to this process. The lack of

documentation with regard to CBDP initiatives undertaken by the National Societies is currently a major constraint.

A good example of implementation of a CBDP project is that carried out in Bolivia, with DFID funds: *Towards a Healthy and Safe Community* (please refer to *Health and Care* section – Objective 3), which during 2004 closed its first phase and initiated the second phase, including a more integrated approach between the areas of health and disaster management and a component of water and sanitation.

Other significant CBDP initiatives carried out during 2004 include the project *From Disaster to Rehabilitation after the Ycua Bolaños Fire* in Paraguay, which includes a strong component of mass media awareness-raising regarding Humanitarian Principles and humanitarian values. This project includes the following components:

- A national campaign focusing on non-violence and conflict resolution.
- Personal development of adolescents through theatre plays to promote psychosocial support and first aid.
- Emergency plans for elementary and high schools using Federation methodologies in order to increase the number of schools trained in community-based disaster preparedness.
- A national conference and non-violence campaign to strengthen the links among actors working in emergencies in order to better respond to disasters.

This project is funded by the Italian government, through the Regional Delegation.

In Ecuador the CBDP plan financed by DFID includes the theme of disaster reduction towards development through communities' local development plans in the framework of community integrated projects. 2004 was the second year of the Venezuelan Red Cross' health-DPP integrated project implemented with British government funding. This project is designed to improve health conditions and promote risk mitigation and development in the communities of Gran Caracas, Vargas y Nueva Esparta by increasing awareness amongst the population through Red Cross volunteers and the Federation's participatory methodologies used to train the communities in disaster preparedness, HIV/AIDS and primary health care.

## **Humanitarian Principles and 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.**

**Objective 1: National Societies promote respect, solidarity and peaceful co-existence between children and youth in schools and communities.**

This project is aimed at children and youth in schools and in vulnerable communities. The intervention is focused on the dissemination of the Fundamental Principles and humanitarian values, prevention of violence, promotion of peaceful co-existence, gender equity, conflict resolution, human rights and children's rights. Since most of the activities relating to this project take place in schools, activities did not begin until April, when the new school year began. Activities were also limited throughout the year by a serious funding shortage for the project.

A training of trainers' workshop in non-violence was carried out in April in the Uruguayan Red Cross, directly following the X Meeting of Presidents and Technical Seminars. The Bolivian Red Cross is continuing its work to promote gender equality and human rights. The National Societies of Argentina, Paraguay and Uruguay obtained ICRC funds to carry out leadership activities in the second half of the year. As a result, a regional workshop to strengthen leadership skills took place in the Argentine Red Cross in July with the participation of the ICRC and the National Societies of Argentina, Chile, Paraguay and Uruguay. This is a step forward in the sharing of experiences and best practices between National Societies in the region. In Uruguay, a National Youth Workshop

also took place in July. The Lima Regional Delegation's gender and youth officer also facilitated a workshop on gender for the staff of the Colombian Red Cross Society in September.

**Objective 2: Strengthened and committed National Societies raise awareness in the population in relation to the stigma associated with HIV/AIDS and promote respect for people living with HIV/AIDS (PLWA).**

Activities towards this objective are being carried out as part of the regional HIV/AIDS programme. For more information, please refer to the *Health and Care* section - Objective 2.

**Objective 3: National Societies contribute to a reduction in the consequences of gender discrimination through the implementation of projects that recognize gender violence as a vulnerability factor.**

The first gender violence pilot project was initiated in Rosario de la Frontera, Argentina, with funding from the Swedish Red Cross. This project was designed in order to form the basis for a broader initiative in the future to address a major, but often unacknowledged, problem in the region. Depending on the results of this project, it could be replicated in other branches and other National Societies in the region. For this reason, special care is being taken in the documentation and analysis of the experience. The beneficiaries of the project are low-income women from marginalized communities near the Argentine Red Cross branch in Rosario de la Frontera. An initial community analysis with the beneficiaries determined that domestic violence was the most significant issue facing the community. However, the issues of drug consumption and HIV/AIDS prevention were incorporated in the community workshops by request of the same women, who to date are showing much motivation. From this exercise, the idea of building a community centre for women affected by domestic violence arose so that they can have a space to carry out training and awareness activities and to receive medical and psychological care. The idea is being supported by the mayor's office and is in process. At the time of writing of this report the National Society was writing the 2004 report to be shared with the National Societies of the region.

A special section was created on the Federation's regional website for *International Women's Day* (8 March). Specific activities carried out by the National Societies for this date can be consulted on the web [www.cruzroja.org](http://www.cruzroja.org).

**Objective 4: The capacity of National Societies is strengthened in the area of communications and advocacy in favour of the most vulnerable in accordance with Strategy 2010.**

The most important activity carried out within the Communication programme was the holding of the annual *Communications Forum* in which the people responsible for communications in the National Societies of South and Central America are able to gather, discuss problems, share experiences and lessons learned, align plans and find solutions to their common issues. The *VIII Communications Forum* was held in Antigua Guatemala in June with the participation of 16 National Societies from the Americas and the Spanish Red Cross. The Federation participated as observer. The *Americas' Communication Plan*, which was drawn up in line with the *Plan of Action of the Inter American Conference*, was approved and each National Society is now responsible for adapting the Americas' plan to its own work plan. It is interesting to highlight the work done by the communications department of the Venezuelan Red Cross to disseminate the *Plan of Action of the Inter American Conference* and the communications plan throughout the National Society. In addition, during the Forum, following the analysis carried out by specialists from the Spanish Red Cross on the guide on the use of the Red Cross emblem initially developed by the Forum, it was decided that this should not be used, but rather the existing rules should be adhered to. It was also decided that material produced by the ICRC *Safer Access* (please refer to *Disaster Management* section – Objective 1) should be used during emergency situations. The coordination of the communications network for the next two years will be responsibility of the Ecuadorian Red Cross, with the support of the Salvadorean Red Cross Society.

The regional electronic newsletter *News from the Americas* covers stories from South and Central American National Societies and both the Panama and Lima Regional Delegations. Seven issues were produced during 2004, reaching more 1,000 readers in each publication.

The regional webmaster based in Lima is responsible for maintaining the Federation's Latin American webpage. The webmaster provides technical support to all the National Societies in South America and Central America, especially to those included within the [cuzroja.org](http://cuzroja.org) server. He also provides technical support for the [caribbeanredcross.org](http://caribbeanredcross.org) website managed from the Federation Port of Spain sub regional office and for National Societies' websites. A redesign and improvement process for National Society websites hosted in the [cuzroja.org](http://cuzroja.org) server was initiated with Uruguay and Nicaragua. Currently there is a plan to apply this process to other National Societies in the region with external hosting services.

Special sections to commemorate key dates were created on the regional website [www.cuzroja.org](http://www.cuzroja.org). Banners linking to the regional webpage highlighting these dates were sent to all the communications departments of the National Societies to be included on their websites. During 2004 these specials included: *International Women's Day* (8 March), *World Water Day* (22 March), *the X Meeting of Presidents and Technical Seminars* (March-April), *World Health Day* (7 April), *World Red Cross and Red Crescent Day* (8 May), *World Blood Donor Day* (14 June), *International Youth Day* (12 August), *World First Aid Day* (11 September), *World AIDS Day* (1 December), *World Volunteers Day* (5 December). Specific activities in the region regarding these significant dates can be found on the regional webpage.

During 2004, the website registered approximately 207,825 visitors, with an average of 570 visits per day. An increase in the number of visits was recorded throughout the year; while in January the number of visits was of 500, by December it was of 630. During the year there were three months in which numbers of visits peaked: March: Due to the publishing of three web specials.

- May: as a result of the publication of *World Red Cross and Red Crescent Day* features.
- December: as a result of the tsunami in Asia at the end of the month.

This data shows that the webpage is a powerful tool for promoting the work of the Latin American National Societies.

The following numbers of news stories were sent by the communication departments of the South American National Societies and were published on the website during 2004:

National Society	Number of stories
Ecuador	24
Argentina	12
Peru	10
Colombia	9
Bolivia	5
Venezuela	5
Brazil	1
Chile	1
Paraguay	1
<b>TOTAL</b>	<b>68</b>

During the 2004 hurricane season, the most powerful for the last 10 years, the [www.cuzroja.org](http://www.cuzroja.org) website was promoted on CNN en Español for viewers to find more information and for donations. The website has become a natural reference for CNN since it was also promoted following the earthquake and the Tsunami in Asia.

Ecuador is a particularly strong National Society in the area of communications, which is one of the main reasons why its director will coordinate the next *Communications Forum*. This experience will be particularly important since the Ecuadorian Red Cross will also host the *XVIII Inter American Conference* to be held in 2007. Important progress was noticed through 2004 with the Peruvian Red Cross' communication department which requested the Federation's technical advice for the re-launch of its new webpage, worked with the Regional Delegation in the organization of certain events and used the regional webpage as a visibility tool.

Another important tool to maintain communication among the Movement's members is the free web-based e-mail service provided by the regional website, under the domain @cruzroja.org. While in 2003 some 300 e-mail addresses existed, in 2004 nearly 900 accounts were requested and created, reaching a current figure of 1,212 users, which receive not only the e-newsletter, but other relevant Red Cross information through their e-mails.

Other highlight of the communications programme during 2004 was the launching of the *World Disasters Report* by the Regional delegation in cooperation with the press department of the Peruvian Red Cross. The focus of this report was the resilience of communities to withstand disasters and come out even stronger. For the presentation of the report, various experts were invited talk about different chapters adapting it to the country context, during a press conference. This event was an opportunity to present the Regional Delegation, the presence of which in Lima is still new. The launching of the publication had positive impact in the local media in where several articles and interviews were published.

In Venezuela, the *Long Distance Communications Programme* (LDCP) was finalized, while in Argentina and Bolivia, the programme continues to be implemented. The LDCP aims to increase the communications capacities of the National Societies, particularly at the branch level. The Venezuelan Red Cross (VRC) is the first National Society to have completed the LDCP within the timeframe planned and, in general, the information provided has been well assimilated. Communications programmes have been implemented or strengthened in most branches in the country. The VRC now has a network of trained communicators, and more branches are sending information to the headquarters to be posted on the VRC's website.

Experiences were shared with other regions in the *Global Meeting of Information and Communication Delegates* carried out in Geneva in November and were well received, particularly the LCDP in which other regions have manifested interest as regards replication, adapting it to their contexts. In addition, the communications network is likely to be replicated in other regions For the first time National Societies were invited to participate and the Forum coordinator also took part, together with the information officer of the Pan American Disaster Response Unit, the regional information officer for the Caribbean, the regional information delegate for South America and the press officer for the Americas in the Secretariat. After the meeting, Federation communicators worked together in the review of work carried out in 2004 and developed a work plan for 2005. An internal evaluation of visibility during the hurricane season also took place.

## **Organizational Development**

**Programme Objective: The ten National Societies in the region have modernized their institutions in line with the criteria for a well functioning National Society, and improved their capacity in service delivery to vulnerable people by 2007.**

**Objective 1: National Societies in the region are oriented towards strategic plans and National Development Plans (NDPs) that define their internal needs and capacities.**

The Plan of Action of the Inter American Conference is increasingly felt to be the link between Strategy 2010 and the National Societies' Strategic Plans. In turn, participatory strategic planning cycles are increasingly seen as part of the institutional life of a National Society. Multiyear plans are increasingly complemented by annual operational plans, based on which National Societies are producing annual budgets, thus linking programme-based budgeting into the planning cycle. Local development plans at the branch level translate the national strategic focus into locally-responsive projects and activities.

During the year, nine of the ten National Societies made dramatic progress in terms of strategic planning and revision of NDPs. The strategic plan of the Peruvian Red Cross was approved at the General Assembly and is now under implementation. The Bolivian Red Cross strategic plan, supported through Capacity Building Fund (CBF) funding, was finalized following a long period during which the focus was on response to social unrest in the country. The Ecuadorian Red Cross strategic plan, complete with sets of indicators, was approved and served

as the basis for initiating the Cooperation Agreement Strategy (CAS) exercise in December; the participative local planning methodology has been adopted as the branch planning approach. The Chilean and Colombian Red Cross Societies began the revision of their NDPs, together with the Uruguayan Red Cross. The Venezuelan Red Cross has started its participatory strategic planning process that began in September with CBF and ICRC funding; this will, in future, also benefit from Spanish Red Cross funding. The Argentina Red Cross strategic plan has been the basis for a thorough review, and will be the basis for operational plans. The Brazilian Red Cross, after a change of top leadership, has revised its planning process, and has hired a planning coordinator to lead the process.

The strategic planning processes, based on participative sessions with all branches, have in most cases highlighted the need to shift the strategic focus from service-based to community-based. Inputs from technical delegates for the sectoral plans have been invaluable, and the planning culture has begun permeating the organizational culture in South American National Societies. All plans are framed within the Plan of Action of the Inter American Conference, and most consider the need to monitor, measure, evaluate and be accountable to the communities, donors and the public. The next steps include consolidating financial budgeting with the branches, identifying funding needs, and planning for funds. Resource development support comes as a logical next step for the Regional Delegation's work.

The Federation's Capacity Building Fund approved three proposals for 2004 focusing on organizational development processes in Argentina, Brazil and Bolivia, and an additional proposal for the strategic participatory planning process in Venezuela. Support by the CBF has proven critical to promote change and strategic focus in the National Societies.

The results achieved so far with regard to strategic planning have been made possible by continuous support from the CBF, the Italian Red Cross, the Spanish Red Cross and the Swedish Red Cross Societies.

**Objective 2: The ten National Societies are functioning efficiently and effectively and have a participative and open organizational structure with well defined roles, functions and responsibilities at all levels.**

The revision of Statutes is increasingly perceived as part of the institutional life of the organization, as part of the change process, and often represents an opportunity to clarify existing conflicts of interests. The linkage between Statutes and planning is becoming clear: the National Societies' regulations must to be adapted to their strategic focus and mission. The clarification of roles and responsibilities between governance and management continued. Six National Societies have a director general in place, while two more, Peru and Bolivia, have decided to hire a director general by 2005. In three other National Societies there is still a certain level of confusion of roles between governance and management.

The Ecuadorian Red Cross revised its Statutes and the new text was presented and approved during the General Assembly in March. The text was analyzed and commented on by both the ICRC and the Federation and was sent to the Joint Commission in Geneva. In addition, the ERC, with support from the Regional Delegation, approved and adopted a new organizational chart, which clearly defines the difference between governance and management, and redefines the various departments of the National Society according to the strategic priorities detailed in the NDP. The ERC has also received CBF support to develop an integrated management software package that will allow the National Society to better manage financial, human and material resources at both the headquarters and branch levels. With support from the Swedish Red Cross, the ERC has finalized the process of improving systems for its administrative and financial services.

The Bolivian Red Cross strategic planning process has triggered a revision of its organizational chart; with support from the CBF, nine of its branches have joined the planning exercise and have received support through the improvement of space for volunteer meetings, purchase of basic equipment and access to the internet. The Bolivian Red Cross has agreed to start a revision of its Statutes as of mid 2005, when a new constitution should redefine the territorial division of the country. A General Assembly is also foreseen for 2005. In light of the

situation in the country, the ICRC and the Federation closely coordinated their activities to provide maximum support to this National Society.

The Peruvian Red Cross Statutes, which were revised by a commission to which both the ICRC and the Federation were invited, have been sent to the Joint Commission for comments and for future approval. The organizational structure was revised, and positions for four macro-regional officers were created to improve links between the branches and the headquarters. The Peruvian Red Cross will hold its General Assembly in 2005.

The Uruguayan Red Cross held elections in July, which resulted in the re-election of the president and the incorporation of new members into the governance team, both at the headquarters and branch level. New members took part in an induction course to the Red Cross Red Crescent Movement, facilitated by the Regional Delegation. Also in July, immediately after the elections, the National Society Statutes were revised, modified and immediately applied. The Uruguayan Red Cross also initiated the process of revising the national development plan.

The Chilean Red Cross revised its Statutes. The revision process was finalized and approved during the National Society's National Assembly, which was held in December. The Federation's Sub Regional Office in Buenos Aires provided technical support, together with the ICRC, for these processes.

While much progress has been made in the revision of Statutes and other key documents, this still remains a difficult process for many National Societies; the Statutes commissions are often caught between the technical work of adhering to the guidelines, and the tensions underlying any process of change.

**Objective 3: The ten National Societies in the region have volunteers who participate in decision-making and follow the strategic directions of *Strategy 2010*.**

A volunteer management toolkit is being developed by the American Red Cross and will include 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 health programmes. The Venezuelan Red Cross is taking the lead role in the region in this human resources strategy.

The volunteer network was re-launched during the X Meeting of Presidents and Technical Seminars at the end of March. A regional volunteering meeting was held between 16 and 18 November in Lima. The agenda of the meeting focused on harmonizing views on volunteering across the region, the recruitment of volunteers and the issue of corporate volunteers. One day of the meeting was also dedicated to the evaluation of the 2005 Volunteers' Plan.

The Venezuelan Red Cross has made strong progress in its corporate social responsibility project. In August, the Venezuelan Red Cross signed an agreement called Community Health 2004 with Banesco Bank for the recruitment of corporate volunteers. According to this agreement, personnel from Banesco will be provided with appropriate training in order to become Red Cross volunteers in community programmes. The agreement means that the Venezuelan Red Cross will significantly increase its human resource capacity. More than 110 corporate volunteers were recruited during 2004. In addition, financed by the Swedish Red Cross, the Chilean Red Cross was able to participate in the Corporate Social Responsibility meeting which took place in September, in Mexico. Tools and lessons learned will be shared with the other National Societies.

A constraint for the work in volunteer management is that there was no volunteer focal point at the Secretariat to actively promote the issue from a Federation point of view.

A communications plan for the Venezuelan Red Cross corporate volunteers' programme was drafted in coordination with the communications and the volunteer departments of the VRC. The aim of the plan is to share this experience with other National Societies in the region and Movement partners, disseminate the work of these volunteers within the company, and recognize and promote the work carried out by the corporate volunteers.

**Objective 4: The Argentine Red Cross (ARC) works towards strategic objectives in line with *Strategy 2010* and focuses on joint results common to all levels of the organization.**

Due to budget constraints, the expected results for this objective had to be revised. The revised expected results placed more of an emphasis on finalizing the National Society's Statutes, making operational its Strategic Plan, increasing its management tools and implementing fundraising systems.

Much of the work during the year focused on the development of local operational plans (LOPs) which aim to make the national development plan operational at the branch level. The Argentine Red Cross plans to develop LOPs in 30 branches and between May and June visits were made to all 30 branches to jump-start the process. During 2004, 16 branches began developing LOPs, while the remaining branches are planning to begin the process in 2005. Following the meeting of the Statutes Committee in April, the National Society's Statutes were finalized. The text now includes clear criteria and a distinction between members and volunteers, and governance and management, as well as the establishment of groups to work on the structure of the National Development Plan. The ARC approved the new Statutes, which were then sent to the Joint Commission in Geneva. It is expected that the Statutes will be approved by the National Society's General Assembly in March 2005.

With the support of the Buenos Aires Sub Regional Office, the ARC started using the "budget structure" concept and tool this year. This includes efficiency indicators, facilitating more efficient financial planning. For the first time, the ARC drafted an annual budget integrating all activities, based on a plan of action. A human resources manager for the National Society was selected and began work with the ARC at the end of the year.

After a selection process, and with the support of an external consultant, the ARC created a fundraising department in the National Society in May. A fundraising director has been hired to develop a financial plan and to design products and systems that will generate financial resources. The Federation team in Buenos Aires has held several meetings to support the National Society in the induction of new personnel. The fundraising department has already begun negotiations for agreements with the private sector: Nestle, Wal-Mart, Cisco System, San Miguel and Visa. It is also developing a telemarketing project whereby a company, hired to carry out this activity, places calls to capture potential partners for the ARC; as a result, the number of ARC partners has increased by 25 per cent in 2004.

**Objective 5: The Peruvian Red Cross (PRC) is working in line with the strategic objectives of *Strategy 2010* and is applying an open, participatory organizational model with an appropriate distribution of roles, functions and responsibilities at all levels of the organization.**

In January and February the meetings of the PRC's statutory committee took place, which resulted in a final draft of the new Statutes. However, this final draft was not presented, and instead another version prepared by the senior management group (the National Board, including the president, vice-president and directors from the technical areas) was put forward. It was eventually decided to leave this issue for the next General Assembly, and the statutory committee was granted more time to complete the Statutes. There seems to be the resistance at certain levels of the National Society to one of the main changes to the Statutes: the distinction between governance and management.

In February, work sessions with the external consultant Informet were organized to revise the NDP, called the *National Strategic Plan 2004-2010* and a national workshop was held to analyze the coherence between the strategic plan and the *Plan of Action of the Inter American Conference*. At this time, the main modifications to the Statutes were also presented. The *National Strategic Plan* was approved during the General Assembly in July, and in August the new Statutes were approved during an Extraordinary General Assembly. A transition plan covering

the period until August 2005 was drawn up by the planning commission. This plan includes three areas of intervention: a) operational planning and technical training of the national management team, b) application of the Statutes, including the design of new regulations for the PRC and the re-registration of volunteers and members in order to carry out elections, and c) review of the organizational structure, including selection and hiring of an executive director, strengthening of inter-regional links and the creation of a new organigram for the National Society headquarters. In addition, in April, a planning and development committee was created, made up of the operational and administrative technicians of the PRC, to support the implementation of the strategic plan at the headquarters and branch levels. The committee is also drawing up the organizational development proposals for 2004.

The implementation of the *Plan of Action of the Inter American Conference* by all the National Societies in the Americas is being monitored and evaluated through the Federation tool which has been placed on FedNet. The FedNet tool was created in response to the need expressed by the National Societies to monitor and report on their progress on the implementation of the *Plan of Action of the Inter American Conference*. The tool allows National Societies to establish their initial objectives, track the implementation of the objectives and report on the implementation. A pre-test of this process took place in April with the PRC.

Between the months of September and October, work was done on the job descriptions and terms of reference of the executive director and with regard to reinforcing inter-regional links, in close collaboration with the ICRC in Lima. A system for selection and recruitment was established by a tripartite committee that included the PRC, the Federation and the ICRC. During November and December, the PRC began the selection process for the executive director position, which was finalized in January 2005. At the same time, work was carried out to draw up national operational plans for 2005 and to complete the chronogram of activities for 2005, which will be the final year of the DFID-supported modernization process.

In the area of volunteering, a database and system for registration of volunteers and members has been designed. In November, the PRC held training workshops in the project planning process (PPP) and communication for technical personnel from the National Society headquarters and branches. The PPP workshop was facilitated by a staff member from the Argentine Red Cross. In addition, with the support of Médecins sans Frontières a workshop in the use of logical frameworks was carried out for the staff in the PRC headquarters.

**Objective 6: The Brazilian Red Cross (BRC) is working in line with the strategic objectives of Strategy 2010 and focusing on joint results common to all levels of the organization.**

The BRC faced serious internal difficulties during 2004. Early in the year, the governing board gave a vote of no confidence to the president and a new interim president was elected in May; with the change in governance, the modernization process of the Brazilian Red Cross began again. The Federation and the ICRC ensured coordination to support this delicate process as the BRC has been embroiled in an institutional crisis for some time.

Within the framework of the BRC's Capacity Building Fund project, an evaluation of the internal situation was carried out. Federation and ICRC personnel also carried out a workshop for the BRC governance and management teams regarding strategic planning and related issues, including the Project Planning Process. The General Assembly was held in December, and elections for president and new national governing board members were the main issues on the agenda. Following the assembly, a national planning workshop took place. As a result of this workshop, the BRC Strategic Plan was drawn up. This plan, which was approved at the beginning of 2005, includes two strategic directions, each with four core areas as follows:

1. Direction 1 - Concentration of action:
  - Community health
  - Disaster management, giving priority to coordination with government organizations.
  - Integrated community programmes

- Youth and volunteering
2. Direction 2 - Improving management:
- Improvement of internal communication
  - Financial recovery
  - Management improvement
  - Strengthening of institutional image

**Objective 7: The Bolivian Red Cross' (BRC) programmes are based upon commonly agreed revised strategic objectives, focused on expected results shared throughout the organization and in line with Strategy 2010.**

The situation of social unrest in Bolivia that prevailed during much of 2003 and early 2004 calmed somewhat towards the end of the year. This instability obliged the Bolivian Red Cross, the ICRC and the Federation to revise their cooperation plans and was the primary cause of delays in implementing the CBF project. The ICRC and the Federation continued to jointly support the Bolivian Red Cross, and a needs assessment on response capacities of the BRC was performed by the ICRC at the beginning of 2004. A Project Planning Process workshop was carried out at the beginning of May for volunteers and staff of the BRC, with a trainer from the Colombian Red Cross Society, co-financed by the ICRC. This training facilitated the process of developing a contingency plan for the BRC in case of social disturbances.

With support from the Capacity Building Fund, the BRC has started the participatory process of revising the current NDP. Several branches have invited their volunteers to analyze strengths and weaknesses, and work to create a new mission, vision and strategic objectives. Within the framework of this project, the BRC is adding nine more branches to its financial and resource management software package, and a new tool, the Manual Administrativo Contable (the Administration and Accounting Manual), has been produced.

The Bolivian Red Cross, with the support of the ICRC, continued work to renovate a space that has been made available by the neighbourhood board (Junta de Vecinos) in El Alto. This will soon become a new branch of the BRC in this highly vulnerable town of nearly 1 million people.

The improved situation during the second half of 2004 allowed the National Society to resume the strategic planning process: a series of workshops were held during the year, including a national meeting of volunteers and a national meeting to validate the new draft strategic plan. The new strategic plan was ready by the end of November. In the meantime, the need for a separation of governance and management, including the reestablishment of the director general position, was clearly identified. The ICRC and the Federation have agreed to provide the needed funding support for the first year of this position. A first CAS meeting in Bolivia took place at the end of November

**Objective 8: The Federation support to the strategic plan and the NDP of the Colombian Red Cross Society (CRCS) is well coordinated in order to enhance impact.**

Work in the CRCS has been strengthened mainly in strategic planning, in particular focusing on the National Development Plan, the Cooperation Agreement Strategy, humanitarian values and health. Regional community based programmes, disaster management, youth, volunteering and communications were also key areas of strategic development. Movement partners worked together on the ongoing process of formulating the CAS, with significant support from the ICRC delegation in the country. The CRCS also carried out significant initiatives geared towards improving the National Society's management through the introduction of a quality control process (ISO 9000).

After the X Meeting of Presidents and Technical Seminars and a subsequent intervention in the CRCS governing board by the Federation's representative in Colombia, the CRCS executive board decided in July to revise its National Development Plan so that it would better reflect the Plan of Action of the Inter American Conference. At

the end of July, the CRCS chief executive director convened a first meeting in several years for directors from all departments in order to inform them of the revision of the NDP and the development of the CAS. The CAS concept was introduced during a meeting between the CRCS, the ICRC and the American, French, Netherlands and Spanish Red Cross Societies.

The CRCS appointed a person responsible for the monitoring of the Plan of Action of the Inter American Conference through FedNet. The National Society also created a commission to revise the current NDP 2003-2005 and look towards the 2006-2010 period, with support from the ICRC and the Federation. This commission is tasked with establishing a common approach regarding the revision as well as a structured CAS process. The process includes a volunteer representative and two branch managers in the planning. The first formal meeting of the NDP steering committee was held on 1 December. At this time, the committee looked at the strategic planning documents which had already been completed by the health department and the documents in progress on volunteering and humanitarian values.

There was a lack of funds to support the Federation representative's strategic activities, which limited work throughout the year; however, much needed funding was received from the Canadian, Netherlands, Norwegian and Swedish Red Cross Societies.

### **Community Integrated Programmes**

**Programme Objective: The National Societies in the region have improved their capacity to work in vulnerable communities through integrated programmes and projects, partnerships and branch networking which contribute to a reduction in community risks and promote empowerment.**

**Objective 1: The National Society branch network has the capacity to manage and implement efficient integrated community programmes.**

The context in Latin America has generated growing attention towards community oriented activities such as the Amazonico and Camalote projects, which have been useful frameworks within which to develop experimental, pilot projects that have contributed to the development of a model of intervention for Red Cross integrated community-based activities. With the added value of such a model, branches implementing the approach have enhanced their institutional capacity and ensured effective cooperation with local entities and the civil society. The model is in line with *Strategy 2010*, addressing the challenge of how to optimize programme integration at the local level.

A concept paper on this new orientation of Red Cross work was prepared and presented during organizational development week, held in Geneva in February. The paper was also distributed during the *X Meeting of Presidents and Technical Seminars* held in Montevideo at the end of March. Despite this, the integration of Amazonico and Camalote into one single concept has generated a certain level of confusion among the National Societies, and within the Federation.

In the framework of CIP work, the following partnerships have been established:

- Venezuelan Red Cross headquarters and the Banesco bank signed a corporate volunteering agreement for local projects. The agreement was negotiated last year and implementation began in 2004.
- Local authorities and the Para branch in Brazil signed a cooperation agreement in February.
- The Artigas branch in Uruguay and the local municipal government signed a cooperation agreement for local projects in January.

Since the beginning of the year, several new branches have begun working in CIP in Argentina, Brazil, Colombia, Ecuador, Uruguay and Venezuela. Although these projects have advanced as planned, the lack of funds to support the assessment processes and the development of local community participative plans puts at risk the ownership of the CIP model and the continuity of the processes.

In February, the programme manager went on a joint monitoring mission with a representative from the Spanish Red Cross to the Belem do Para and Maranhao Brazilian Red Cross branches, where local projects for waste management, good use of free time and family vegetable gardens are under implementation. CIP projects are working well at the branch level in Brazil, but are not yet functioning in the headquarters.

Participatory planning processes were finalized in seven Red Cross branches in Argentina, Paraguay and Uruguay, resulting in seven local development plans (LDP). The Red Cross Societies of Uruguay and Argentina have received Federation support to negotiate funding from the Italian Red Cross for their CIP projects.

In Peru, the local organizational development projects in the branches of Pucallpa and Maynas concluded in May. These projects were aimed at strengthening local capacities through the implementation of the Amazonico programme during the past three years

In Venezuela, water and sanitation projects in the communities of Caño de Tigre and San Joaquin started in April. These projects are part of the LDPs of these communities. In addition, the Apure branch began a vulnerability and capacity assessment with a selected community in order to prepare the design of the LDP.

The first South American Technical CIP Workshop took place in June, in Cartagena de Indias, Colombia. It was the first time that the Chilean Red Cross participated in CIP discussions. In this meeting, the CIP directors from the ten National Societies agreed on five prioritized working lines:

- CIP terms and definitions
- Standardization of CIP tools and formats
- Training and strengthening of volunteers
- Financial sustainability of CIP projects
- Promotion of local development plans.

The National Societies have been working in line with these agreements and a volunteer training system was implemented in the Colombian Red Cross Society. Workshops on the CIP methodology were given in all branches of the Uruguayan Red Cross to expand the experience at the national level. In addition, four Vulnerability and Capacity Assessment workshops were carried out in the Argentine Red Cross, and a VCA workshop and Better Programming Initiative workshop was held in the Venezuelan Red Cross, with British Red Cross funds. Local development plans were designed in the National Societies of Brazil, Peru, Uruguay and Venezuela.

A communications plan for CIP was developed to support the general objective of the programme, especially to facilitate the exchange of information and best practices between CIP programme managers and volunteers, provide information to the National Societies in the region and the Movement in general about the work done in the region to strengthen coordination and provide information to donors and the media. During 2004, several articles on CIP were posted on the Federation's international website, [www.ifrc.org](http://www.ifrc.org), as well as on the regional website, [www.cruzroja.org](http://www.cruzroja.org). In addition, a special section on CIP was posted on the regional website.

## **Coordination, Cooperation and Strategic Partnerships**

### **The X Meeting of Presidents and Technical Seminars**

In 2004, the Regional Delegation supported the Uruguayan Red Cross in hosting the *X Meeting of Presidents and Technical Seminars*, which was held between 31 March and 2 April. This event takes place every four years in the region and provides National Societies with the opportunity to share their plans of action and experiences and define common approaches. This year the motto of the meeting was *From Commitment to Community Action*, a

phrase which clearly reflects the objectives laid out in the *Plan of Action of the Inter American Conference*. The meeting included the participation of all ten South American National Societies, the Federation, the ICRC and the American, Italian, Spanish and Swedish Red Cross Societies. The meeting identified a series of strategic, programmatic and organizational changes that the National Societies committed themselves to in order to be able to comply with the *Plan of Action of the Inter American Conference*. During the meeting, the volunteers' network was spontaneously re-launched when a meeting was called by the members of the long-dormant network.

In mid May, a debriefing regarding the X Meeting of Presidents and Technical Seminars took place. Some positive conclusions were:

- Being the host of the event, the URC increased its management capacity, strengthening the headquarters.
- Coordination between URC staff and volunteers improved through joint work to organize the meeting.
- The meeting captured the public interest, and the Ministry of Health has now shown more willingness to work with the Red Cross.

### **The Plan of Action of the Inter American Conference**

The implementation of the Plan of Action of the Inter American Conference by all the National Societies in the Americas will be monitored and evaluated through a tool placed on FedNet. The tool allows the National Societies to establish their initial objectives, track the implementation of the objectives and report on the implementation. In addition, the plan indicates how the information should be used, where it will be available and where it will be presented to interested parties. A dissemination and implementation plan has been designed and a pre-test of the FedNet process was carried out in April with the Peruvian Red Cross. In addition, the most important documents related to the Plan of Action of the Inter American Conference have been translated and are available on FedNet. In July, the programme manager of the Lima Regional Delegation was invited to the Central American Meeting of Presidents and Executive Directors to present the new monitoring system, which was well received by the presidents, secretaries general and Partner National Societies. The Swedish Red Cross confirmed funding to support the introduction and further refining of the Plan of Action of the Inter American Conference monitoring and evaluation tool on FedNet.

### **Harmonization**

Harmonization between the Federation and the ICRC has continued to provide a fruitful framework for improved cooperation and maximization of results. The meetings that take place on a regular basis reflect just part of the daily work that the two institutions carry out together. As an example, joint work by the Federation and the ICRC in Colombia has strengthened the image of a coherent Movement approach and resulted in a series of well-coordinated initiatives, such as the revision of the health strategy and the adoption of the new HIV/AIDS plan.

Joint planning of the support to the National Societies is by now a reality, as is the joint monitoring of commonly planned activities. The pilot experience in the Americas has clearly shown that harmonization of activities is a necessary first step towards meeting the objectives of the Strategy for the Movement. The level of trust between the two institutions built through the common work is the most valuable output of the process. The CAS exercises further build on the joint ICRC – Federation planning and the new strategic focus.

### **Strategic partnerships**

Support to the National Societies through the work of the Regional Delegation has been provided by the Finnish, Italian, Spanish and Swedish Red Cross Societies, by the Federation's Capacity Building Fund, and by the British government's Department for International Development. In the case of Colombia, support was provided by the Canadian, Irish, Norwegian and Swedish Red Cross Societies. Continuous and generous support from the Swedish Red Cross, CBF and DFID during the last several years has made it possible to achieve tangible results through the change processes, with 90 percent of South American National Societies clearly focused on strategic planning processes. Support from the Finnish and Swedish Red Cross Societies for community based activities is helping to move National Societies away from service-based activities and towards more community-oriented work. In addition, the Regional Delegation maintains regular contact with the Partner National Societies that have a direct presence in the region: the American, German, Netherlands, Spanish and Swiss Red Cross Societies.

In September, a delegation from the Italian Red Cross carried out an evaluation mission to the region after which they agreed to fund a health and nutrition project in the Argentine Red Cross, a health project in the Bolivian Red Cross and a water and sanitation project in the Peruvian Red Cross. They also agreed to provide technical support, in coordination with the Federation, to the Ecuadorian Red Cross for the HIV/AIDS proposal to the Global Fund.

An introductory meeting was held with the head of the UNICEF Regional Office for Latin America and the Caribbean in March, with the objective of exploring closer collaboration in the areas of HIV/AIDS prevention, marginalized groups (indigenous populations) and gender violence. The UNICEF country representative for Peru will function as a focal point for the Regional Delegation. During April there was a follow up meeting held with the UNICEF Peru office to identify common areas of interest and cooperation: health, HIV/AIDS, youth, discrimination, and Amazonico.

The Regional Delegation is continuing to work to provide National Societies with opportunities to participate in regional interventions. As an example, in Bolivia, Venezuela and Ecuador, contact was established with the EU delegation, with the UN system, key international agencies, such as the UK Department for International Development, the Swedish International Development Cooperation Agency, the Japan International Cooperation Agency, the Canadian International Development Agency and the Spanish International Cooperation Agency, together with international NGOs. Strategies for strategic partnerships and alliances as well as for fundraising purposes are under development. Relations with current strategic partners, such as PAHO, UN agencies, DFID, ECHO and REDLA+, were further strengthened while new potential partners are being contacted. In August, a meeting was held with the Swiss Development Agency in Lima, which runs programmes in Bolivia, Ecuador and Peru. Key documents and strategies were shared and it was agreed that further discussions regarding possible areas of cooperation will be held.

CAPRADE meetings have also provided the Federation with the opportunity to liaise with other organizations working in disaster management and health, such as PAHO, the US Office of Foreign Disaster Assistance (OFDA), ECHO, the United Nations Development Programme (UNDP), the International Strategy for Disaster Reduction (ISDR), National Civil Defence agencies and the Coordination Centre for the Prevention of Natural Disasters in Central America (CEPRENAC). An important development during 2004 was the signing of a MoU with the Organization of American States.

In Colombia, the Federation representative ensured constant dialogue with ECHO/DIPECHO and European Community representatives, as well as with the Embassies of Belgium, Canada, the Netherlands, Spain, Sweden and Switzerland. In addition, the Federation representative liaised with the German Technical Cooperation (GTZ) and international organizations including the International Organization for Migration (IOM), the UN Office for the Coordination of Humanitarian Affairs (OCHA), OFDA, PAHO, UNDP and the World Food Programme (WFP). With regard to PAHO, the Federation brokered an exchange of information through contacts between PAHO's webmaster and the Colombian Red Cross Society; PAHO created web links in the specialized Colombia web sites to the CRCS ensuring dissemination of reports.

## **Representation, Management and Implementation**

### **Representation**

The Regional Delegation participated in the Annual Assembly of the Inter-American Development Bank (IADB), held in Lima in March. Meetings were held with the chief of the IADB environment division, as well as with the deputy manager of the department for sustainable development and two regional coordinators covering South America. The main objective of these meetings was to position the Federation and the Red Cross and to explore

options for collaboration as strategic partners. The Regional Delegation plans to follow this up with a visit to the Lima IADB office soon and there will be meetings scheduled with the IADB in Bogotá, Buenos Aires and La Paz. Relations with the office of the Cooperazione Italiana were maintained through the Sub Regional Office in Buenos Aires. In Colombia, the Federation Representation was formally introduced to a number of UN agencies, European embassies and NGOs and became gradually an ad hoc interlocutor for the PNS with the European Union.

### **Marketing and fundraising**

A regional brochure to promote the 2004 South America Annual Appeal was created as a marketing tool. A total of 1,500 issues were prepared and printed, and were distributed to partner organizations and potential allies, together with other strategic documents such as the *Plan of Action of the Inter American Conference*, the Inter American Conference document focusing on health, Equity and Health in the Americas: the Red Cross initiative to increase health equity and strengthen local capacities in the Americas, and the conference's disaster management document, *Reducing Risks and Improving Coordination: Towards an Integral Disaster Management System in the Americas*.

In September the Chilean Red Cross signed an agreement with the telecommunications company Telefonica Movil, through which the company could install mobile telephone antennas in Red Cross branches throughout the country in exchange for financial support. The Venezuelan Red Cross signed an agreement for corporate volunteers with Banesco Bank in August. This is one of the first of such agreements in South America. The experience will be shared with other National Societies in the region during the next meeting of the volunteer network. Draft guidelines for collaboration with the private sector were prepared by the Secretariat and shared with the National Societies.

### **Management and Regional Delegation Structure**

In 2004 there was a considerable reduction of resources from both the Federation's core funds and the Regional Delegation's traditional donors. Given this funding shortage, the Regional Delegation runs the risk of not being able to provide the necessary support to the National Societies. With this in mind, the Regional Delegation revised its personnel structure in order to adapt to the level of funding available and minimize costs. The Regional Delegation now includes the following structure and personnel:

- A regional delegation in Lima
- A Federation representative based in Bogotá, located in the offices of the Colombian Red Cross Society.
- A sub regional office for the Southern Cone and Brazil, in Buenos Aires, located in the offices of the Argentine Red Cross

One constraint to carrying out effective representation and advocacy relates to the fact that the Federation's legal status agreement with the Peruvian government has yet to be ratified, which is impeding the Regional Delegation's ability to work effectively as a recognized, international entity in the country and region. Fortunately, the Status Agreement has finally entered its final step towards entering into force: an agreement was reached to amend the law that impeded the ratification of the agreement by the Peruvian parliament. In Colombia, the need for a formal status agreement between the Federation and the Colombian government was recognized, and work in this area is being supported by the Colombian Red Cross Society and the ICRC. As a result, the Ministry of Foreign Affairs is currently examining legal issues concerning the status agreement in Colombia.

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA054
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>Budget (A)</b>	<b>629,720</b>	<b>646,381</b>	<b>307,154</b>	<b>1,553,922</b>	<b>268,257</b>	<b>3,405,434</b>
<b>Opening Balance (B)</b>	<b>88,415</b>	<b>46,291</b>	<b>44,940</b>	<b>555,456</b>	<b>960</b>	<b>736,061</b>
<b>Income</b>						
<b>Cash contributions</b>						
<i>British Red Cross</i>	78,357	108,377	71,234	72,760		330,728
<i>Canadian Red Cross Society</i>				18,760		18,760
<i>Capacity Building Fund</i>				159,450		159,450
<i>Finnish Red Cross</i>			4,294	108,572	19,486	132,352
<i>Irish Red Cross Society</i>	23,898					23,898
<i>Italian Red Cross</i>				1,612	4,000	5,612
<i>Norwegian Red Cross</i>			-9,475	20,988	10,650	22,163
<i>Other</i>		0	0	0	0	0
<i>Spanish Red Cross</i>			4,836	4,836		9,672
<i>Swedish Red Cross</i>	159,600	78,950	16,900	185,792		441,242
<b>Cash contributions (C1)</b>	<b>261,855</b>	<b>187,327</b>	<b>87,788</b>	<b>572,769</b>	<b>34,136</b>	<b>1,143,876</b>
<b>Reallocations (within appeal or from/to another appeal)</b>						
<i>BP Great Britain</i>					25,000	25,000
<i>British Red Cross</i>		0				0
<i>Capacity Building Fund</i>				13,272		13,272
<i>Finnish Red Cross</i>				4,745	-4,745	0
<i>Italian Government</i>		169,839				169,839
<i>Kuwait Red Crescent Society</i>				2,205		2,205
<i>New Zealand Government</i>				782		782
<i>Norwegian Red Cross</i>				0	1,861	1,861
<i>Swedish Government</i>				40,984		40,984
<i>Tetra Pack</i>				37,845		37,845
<b>Reallocations (C2)</b>		<b>169,839</b>		<b>99,834</b>	<b>22,116</b>	<b>291,789</b>
<b>Inkind Personnel</b>						
<i>Italian Red Cross</i>				24,800		24,800
<i>Spanish Red Cross</i>			74,400	74,400		148,800
<b>Inkind Personnel (C4)</b>			<b>74,400</b>	<b>99,200</b>		<b>173,600</b>
<b>Total Income (C) = SUM(C1..C5)</b>	<b>261,855</b>	<b>357,166</b>	<b>162,188</b>	<b>771,803</b>	<b>56,253</b>	<b>1,609,264</b>
<b>Total Funding (B + C)</b>	<b>350,269</b>	<b>403,457</b>	<b>207,128</b>	<b>1,327,259</b>	<b>57,212</b>	<b>2,345,326</b>

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>Opening Balance (B)</b>	<b>88,415</b>	<b>46,291</b>	<b>44,940</b>	<b>555,456</b>	<b>960</b>	<b>736,061</b>
<b>Income (C)</b>	<b>261,855</b>	<b>357,166</b>	<b>162,188</b>	<b>771,803</b>	<b>56,253</b>	<b>1,609,264</b>
<b>Expenditure (D)</b>	<b>-304,482</b>	<b>-256,548</b>	<b>-191,900</b>	<b>-1,091,883</b>	<b>-57,212</b>	<b>-1,902,025</b>
<b>Closing Balance (B + C + D)</b>	<b>45,787</b>	<b>146,909</b>	<b>15,228</b>	<b>235,376</b>	<b>-0</b>	<b>443,300</b>

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA054
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A		B						A - B	
<b>BUDGET (C)</b>		<b>629,720</b>	<b>646,381</b>	<b>307,154</b>	<b>1,553,922</b>	<b>268,257</b>	<b>3,405,434</b>		
<b>Supplies</b>									
Shelter	18,187							18,187	
Construction		1,341	8,570		11,388		21,299	-21,299	
Clothing & textiles					1,945		1,945	-1,945	
Food			-6,139		1,307		-4,832	4,832	
Seeds,Plants					559		559	-559	
Water & Sanitation	81,800	8,409			38		8,447	73,353	
Medical & First Aid	99,059	1,955			395		2,350	96,709	
Teaching Materials	4,200	198	524		10,071		10,793	-6,593	
Utensils & Tools					6,071		6,071	-6,071	
Other Supplies & Services	35,000		2,107		5,218		7,325	27,675	
<b>Total Supplies</b>	<b>238,246</b>	<b>11,902</b>	<b>5,061</b>		<b>36,992</b>		<b>53,956</b>	<b>184,290</b>	
<b>Capital Expenditure</b>									
Computers & Telecom	26,912		5,414		27,635		33,049	-6,137	
Office/Household Furniture & Equipm.					4,569		4,569	-4,569	
Others Machinery & Equipment					3,887		3,887	-3,887	
<b>Total Capital Expenditure</b>	<b>26,912</b>		<b>5,414</b>		<b>36,091</b>		<b>41,505</b>	<b>-14,593</b>	
<b>Transport &amp; Storage</b>									
Storage	4,000	28					28	3,972	
Distribution & Monitoring					186		186	-186	
Transport & Vehicle Costs	11,280	663	2,962	107	4,753	8	8,493	2,787	
<b>Total Transport &amp; Storage</b>	<b>15,280</b>	<b>690</b>	<b>2,962</b>	<b>107</b>	<b>4,939</b>	<b>8</b>	<b>8,707</b>	<b>6,573</b>	
<b>Personnel Expenditures</b>									
Delegates Payroll	1,066,630	86,768	73,911	1,956	87,186		249,820	816,810	
Delegate Benefits		33,736	22,010	109,948	275,548		441,241	-441,241	
Regionally Deployed Staff	256,582				23,690		23,690	232,892	
National & National Society Staff		26,909	13,373	32,073	100,349	392	173,096	-173,096	
Consultants	73,100			812	17,917		18,729	54,371	
<b>Total Personnel Expenditures</b>	<b>1,396,312</b>	<b>147,413</b>	<b>109,294</b>	<b>144,788</b>	<b>504,689</b>	<b>392</b>	<b>906,576</b>	<b>489,736</b>	
<b>Workshops &amp; Training</b>									
Workshops & Training	956,027	62,092	30,891	14,919	167,043	37,977	312,921	643,106	
<b>Total Workshops &amp; Training</b>	<b>956,027</b>	<b>62,092</b>	<b>30,891</b>	<b>14,919</b>	<b>167,043</b>	<b>37,977</b>	<b>312,921</b>	<b>643,106</b>	
<b>General Expenditure</b>									
Travel	199,468	8,520	2,883	8,740	50,533	8,273	78,948	120,520	
Information & Public Relation	147,586	3,677	3,787	679	18,690	1,768	28,600	118,986	
Office Costs	107,574	3,996	1,902	721	25,108	3,327	35,053	72,521	
Communications	91,876	5,067	5,164	4,277	25,213	2,531	42,252	49,625	
Professional Fees		40		13	3,593		3,646	-3,646	
Financial Charges	4,800	9,877	9,468	906	49,774	-1,192	68,834	-64,034	
Other General Expenses		-438	23	88	-0	438	111	-111	
<b>Total General Expenditure</b>	<b>551,305</b>	<b>30,739</b>	<b>23,227</b>	<b>15,424</b>	<b>172,909</b>	<b>15,145</b>	<b>257,444</b>	<b>293,860</b>	
<b>Program Support</b>									
Program Support	221,353	19,820	16,676	12,159	70,553	3,690	122,898	98,455	
<b>Total Program Support</b>	<b>221,353</b>	<b>19,820</b>	<b>16,676</b>	<b>12,159</b>	<b>70,553</b>	<b>3,690</b>	<b>122,898</b>	<b>98,455</b>	
<b>Operational Provisions</b>									
Operational Provisions		31,826	63,023	4,503	98,667		198,018	-198,018	
<b>Total Operational Provisions</b>		<b>31,826</b>	<b>63,023</b>	<b>4,503</b>	<b>98,667</b>		<b>198,018</b>	<b>-198,018</b>	
<b>TOTAL EXPENDITURE (D)</b>	<b>3,405,434</b>	<b>304,482</b>	<b>256,548</b>	<b>191,900</b>	<b>1,091,883</b>	<b>57,212</b>	<b>1,902,025</b>	<b>1,503,409</b>	
<b>VARIANCE (C - D)</b>		<b>325,238</b>	<b>389,833</b>	<b>115,254</b>	<b>462,039</b>	<b>211,045</b>	<b>1,503,409</b>		