

Revised Plan 2011



Colombia

Executive summary

Colombia is a country with many challenges such as poverty, inequity, disasters and numerous complex problems related to the internal armed conflict which has lasted over the past four decades. This situation not only exacerbates the vulnerabilities of poor and marginalized communities, but also represents huge challenges for the National Society in terms of responding to the needs of the most vulnerable. The Colombian Red Cross Society has shown considerable strengths over the past years; however, as a National Society it faces a number of challenges such as the modernization of leadership and governance structures, the need for strengthening financial resources, and redefining the relations with the public authority, amongst other important issues.

The Regional Representation for the Andean Countries has identified with the Colombian Red Cross Society priority areas in need of support (as described below in this plan), which will be addressed by the core programme services of disaster management, health and care and organizational development. The priorities link directly to the National Society's strategic plan which is aligned to *Strategy 2020*, the Inter-American Plan 2007–2011, and follows the recommendations of the Study of the Americas carried out by the Complutense University for International Studies. These priorities have been clearly developed into a **country support plan**, as shown within this document. The country support plan intends to respond to the needs of the Colombian Red Cross Society as part of the business model, which seeks to maximize existing Movement resources, while focusing on the provision of specific and relevant services to the member National Societies.

The total 2011 budget is 368,725 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

Country context

The environment within which the Colombian Red Cross Society¹ operates is defined, primarily, by three factors: poverty and inequality, that creates the incidence of high vulnerability; the risk of disasters due to geographical and climatic conditions; and organized violence manifested in long internal armed conflicts, sometimes linked to violence caused by drug trafficking and organized crime. The emergence in recent years of new armed groups, unrelated to the initial causes of conflict, make the situation more complicated.

According to the Economic Commission for Latin America and the Caribbean (ECLAC), the process of economy recovery contributed to a reduction in the percentage of the population living below the poverty line from 54.9 per cent to 46.8 per cent between 1999 and 2005. The population living in extreme poverty reduced from 26.8 per cent to 20.2 per cent. This reduction is undoubtedly positive; however the levels are still high. On the other hand, Colombia is one of the countries with the highest levels of inequality in the entire region, only surpassed by Bolivia, Brazil, Honduras and Haiti.

Poverty and inequality can explain the extreme effects caused by the magnitude of disasters which continued to affect the country, in particular, earthquakes, volcanic eruptions, floods, landslides and

¹¹ The current context analysis has been extracted from the document "The Future of the Red Cross in America and the Caribbean", prepared by the Complutense University for International Studies and the International Federation of Red Cross and Red Crescent Societies.

hurricanes. Disasters which have affected the country include the eruption of the Nevado del Ruiz volcano, which buried the city of Armeno in 1985; the earthquakes of Popayan in 1983, or of the coffee producing region in 1999; the more recent Huila volcanic eruption in 2007; as well as floods which affect different parts of the country each year. In 2010, the consequences of the Niña phenomenon affected 84 per cent of the country's departments and 423,000 families.

In addition to these vulnerabilities, internal armed conflict is a major problem affecting the country. Organized crime and drug trafficking are also two phenomena that have high human and material costs on the population, and represent an obstacle to the development of the country. As a result of the internal armed conflict, a number of serious breaches of international humanitarian law by participants of the conflict have been registered, mostly by illegal armed groups and members of contending forces. Human rights violations continue and they have been monitored and reported on by the Ombudsman. The main groups affected by the conflict are social leaders, human rights defenders, peasants, trade unionists, journalists, indigenous communities and afro-descendants, in particular, displaced people.

Forced displacement of people and the isolation of communities caused by the armed conflict constitute a crucial humanitarian aid priority. According to the United Nations Refugee Agency (UNHCR) data, it is estimated that there are currently between 2.5 and 3 million internally displaced people caused by the conflict. This represents the largest number of internally displaced people worldwide. The humanitarian demands of the conflict are primarily being responded to by the International Committee of Red Cross Red Crescent (ICRC), present in Colombia, and also by the Colombian Red Cross Society.

National Society priorities and current work with partners

The Colombian Red Cross Society has approved a new strategic plan in December 2009, in line with *Strategy 2020* and the current Inter-American Plan. The plan is based on three key goals: i) To save lives through a integrated risk management; ii) Enable a healthy and safe living; and iii) Promote social inclusion and a culture of non-violence and peace. Three internal objectives have also been included in the plan to strengthen it even further. With support from the secretariat, the Colombian Red Cross Society will also develop local operational plans in line with the strategic plan.

The Colombian Red Cross Society has 32 departmental branches, 171 municipal units² and an estimated 20,642 active volunteers, as reported in 2008.

In 2010, the Regional Representation for the Andean countries held consultation processes with the Colombian Red Cross Society in order to identify needs at the country level. These recommendations and consultation processes were carried out by the secretariat, and have contributed to identifying priority areas of support to the National Society. A country support plan for 2010–2012 has been developed to respond to the priority needs of the Colombian Red Cross Society in line with the capacities of the secretariat to respond to these needs. Secretariat support will focus on the provision of membership services, programme services and, in some cases, supplementary services, where relevant. It is clear that continued investment in organizational development and capacity building in programme areas by the secretariat is needed in the coming period. This support will be provided through the strategic areas of disaster risk management, health and care, organizational development and coordination support, as detailed under "Secretariat-supported programmes in 2011" and the "Role of the secretariat".

In addition, the recommendations made within the Study of the Americas have contributed to the identification of priority areas of support with the National Society.

The country support plan, according with the study recommendations, include:

- Developing and implementing the planning system to facilitate the decision-making process for institutional development at all levels of the institution.
- Mobilizing and developing resources to implement institutional plans that take into account vulnerability, institutional capacity and accountability, in order to best serve the most vulnerable.

² Source IFRC Country Sheets, 2006, volunteer figures updated in 2008.

- Broadening and articulating the National Society's relationships/partnerships: promoting the debate in the region on the redefinition of the regional Movement networks, and developing a strategy to establish alliances with the private sector and the Colombian civil society.

These goals match with the internal goals of the Strategic Plan 2010–2015 of the Colombian Red Cross Society.

The Colombian Red Cross Society has long worked in partnership, and received support from the secretariat, the ICRC and Partner National Societies. At present, in Colombia, the American, Netherlands, Norwegian and Spanish Red Cross Societies support the Colombian Red Cross Society. Other Partner National Societies, and the multilateral support received from the International Federation of Red Cross and Red Crescent Societies (IFRC) also support the National Society. Cooperation between sister National Societies is also expected to increase during 2011, as resources are optimized at the continental level.

Secretariat supported programmes in 2011

The Regional Representation for the Andean countries will provide support to the Colombian Red Cross in the key areas of Disaster Management, Health and Care and Organizational Development.

The secretariat supported programmes show the continuity of work in progress, according to the priorities established in the country support plans.

Disaster Management

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, injuries and impacts of disasters.

The Colombian Red Cross Society has a strategic document entitled National Relief Strategic Guidelines, which guides disaster management planning for 2011 and is in line with the Colombian government's National Disaster Plan. The Colombian Red Cross Society also updated the National Strategic Plan 2010 – 2015 and the programmatic plans for the next five years in 2009. Furthermore, the National Society's work in disaster management (disaster risk management and disaster management) forms a legal and operational part of the national system for response and disaster risk management.

The National Society is progressing in the areas of disaster prevention and preparedness and sees it necessary to continue advancing in the development and implementation of national community-based programmes in risk reduction and preparedness. These experiences constitute an important heritage; therefore, the Colombian Red Cross Society branches are prioritizing the systematization and promotion of similar experiences. Furthermore, the National Society Disaster Risk Management and Disaster Management Plan 2011–2015 is based on the application of the Well Prepared National Society that was held in a participatory way by integrating the branch and programmatic levels.

In 2010, the Regional Representation supported by a technical team from the zone, assisted in updating the country support plan for 2011 with a two year projection. The disaster risk management/disaster management section (DRM/DM) is based on the DRM/DM National Society Strategic plan 2011–2015 and includes complimentary lines linked to response and early recovery. Those specific lines are: Result 1. Scale up community-based programmes focused on hazards and risks identified and prioritized; Result 2. Integrate disaster risk reduction into disasters related actions developed by the National Society; Result 3. Advocate and reflect the communities' needs into the DRM policies; Result 4. Strengthen National Society capacities to develop disaster risk reduction/disaster preparedness (DRR/DP) actions in a sustainable manner; Result 5. Strengthen the National Society's response capacities and resources: and Result 6. Strengthen early recovery, recovery and development processes.

The Colombian Red Cross Society has confirmed its commitment to implement actions within the Hyogo Framework for Action and within the IFRC framework of the Building Safer and More Resilient Communities placed on capacity building and advocacy for the adoption of the disaster risk management approach as part of the Colombian National Disaster Management system.

The disaster management programme budget is 165,757 Swiss francs.

Programme component 1: Institutional capacity building for community risk reduction

Component Outcome 1: Colombian Red Cross Society is encouraged and receives support for strengthening capacities to work with communities to be better prepared and organized to reduce, respond and recover from disaster impacts, contributing to building safer and more resilient communities.

In line with the national priorities, support will be provided to the Colombian Red Cross Society in 2011 to scale up DRR and DPP actions as a strategy, enhancing community-based programs to identify and reduce disaster risks and cope with damages. Special emphasis will be placed on risk reduction and participatory community work, participatory management of community disaster preparedness projects, directly linked to local authorities and school community. Strengthening of the National Society's capacity to work with communities will take place through the application of the disaster risk management training and methodology to develop community resilience micro-projects with a special emphasis on climate hazards, hurricanes and branch and volunteering development.

The actions prioritized by the National Society within the 2011 Country support plan are: a) study development (knowledge, attitudes and practices survey -KAP); b) proposal development methodology curriculum in DRR/DPP; c) dialogue and coordination with the Ministry of Education; d) capacity building with educational centres; e) material and campaigns to raise public awareness with communities and educational centres; f) develop simulation activities and develop emergency school plans. The process will strengthen National Society's volunteer, staff and community capacities to work in local risk reduction initiatives, based on mapping and definition of common prioritized elements, and will contribute to the implementation of Hyogo Framework for Action (HFA) and the building safer and more resilient communities.

Key stakeholders are expected to participate such as schools, health centres and community centres. Additionally, community education and awareness initiatives amongst volunteers and children will be promoted with Colombian Red Cross Society.

The following indicators will measure the achievement of the component outcome for 2011:

- Number or percentage of National Society's internal and external partners that have received secretariat guidance to better understand and support the **Disaster Risk Reduction and Preparedness Framework**.
- By the end 2011, training elements from the Colombian Red Cross Society **DRR basic training course** developed in 2009–2010 are incorporated into the volunteering and staff training curricula to work with communities and implemented by the National Society.
- 32 National Society departmental branches are trained on the new **DRR/DPP curricula and tools**, including gender and non-discrimination approach developed in 2008–2010 by the National Society.
- At least two **DRR/DP National Society project proposals** based on local priorities and including emerging concepts (urban risks, climate change, livelihoods, etc.) are developed/approved with the support of the secretariat.
- By the end of 2010, at least **2,000 people at high risk in Colombia are reached** by community risk reduction initiatives with a special emphasis on climate hazards and are identified through enhanced capacities for hazard and risk analysis.

Programme component 2: Institutional capacity building for disaster preparedness

Component Outcome 1: The secretariat encourages and supports the strengthening of Colombian Red Cross Society capacities to effectively support communities to plan, prepare, respond to and recover from emergencies.

The expected outcome aims to support the Colombian Red Cross Society to scale up existing institutional capacities in disaster management and skills to promote disaster risk management, risk awareness and mitigation actions. The National Society is placing special attention to the development of the national Disaster Risk Management and Disaster Management policy in line to the IFRC policies review and global and national frameworks.

During 2011, institutional capacities will be strengthened in the Colombian Red Cross Society through the implementation of the common minimum standards for volunteering in emergencies developed in 2009–2010 with an emphasis on disaster intervention mechanisms at local, national and regional levels. National Intervention Team (NIT) will be strengthened to ensure it has knowledge, skills, monitoring tools and procedures in place to act swiftly and effectively in disaster response. This will include training on IFRC prioritized tools and monitoring and support to volunteers trained. The planning for response and contingency planning is also a priority for the National Society as well as the development of capacities for project planning and management.

During 2011, the Colombia Red Cross Society will enhance early recovery capacities (through policy, instruments, training and tools) to improve communities' self-reliance capacities to reduce vulnerabilities to emergencies. The inclusion of early recovery in emergency operation plans will be promoted as a key element of comprehensive risk management.

The following indicators will measure the achievement of the component outcome for 2011:

- In 2011, the National Society counts on a **DRM/DM national policy** designed in a participatory manner and in accordance with the global and national frameworks.
- In 2011, the Colombian Red Cross Society implements the **common minimum standards for volunteering in emergencies** in a process facilitated by the Regional Representation for the Andean countries and in coordination with the national system.
- In 2011, at least 25 volunteers/staff receive **ENI on Volunteering Management** course training that was developed in 2010 with the support of the secretariat.
- In 2011, the Colombian Red Cross Society establishes a **response plan** developed with the support and in coordination with the Centre of Reference for Disaster Preparedness and PADRU.
- In 2011, at least 5 volunteers from the CRCS participate in DM international **training spaces** promoted by the secretariat and IFRC partners and at least 20 volunteers receive DM national training on prioritized tools.

Programme component 3: Disaster risk reduction coordination and advocacy

Component Outcome 1: The participation and coordination processes between the National Society and the local and national authorities; other national and local organizations and regional platforms to develop disaster risk reduction, response and recovery initiatives have resulted in key partnership and strategic alliances.

This component is focused on strengthening the auxiliary role with local and national governments. The Colombian Red Cross Society will be supported in the coordination with the government to promote disaster risk management at the community level. Strong working partnerships and alliances will be promoted with stakeholders, from communities to local and national governments, including regional entities, non-governmental organizations and the private sector.

During 2011, Centres of Reference, thematic facilitators and other initiatives that involve networking will be promoted to enhance Red Cross capacities at national and local levels. More exchanges and internships will be promoted, as well as learning and knowledge-sharing opportunities and peer-to-peer support amongst National Society members of the network and other regional organizations through the DesAprender learning platform.

The following indicators will measure the achievement of the component outcome for 2011:

- By 2011, the Colombian Red Cross Society works together with key stakeholders and participates in local, national and regional disaster risk reduction **platforms** and establishes strategic alliances on disaster risk management.

- By the end of 2011 the National Society has **clearly participated and influenced the national platforms** for the integration of DRR measures and tools such as early warning into the national policies or programmes.
- By 2011, the Colombian Red Cross Society participation in the **disaster risk management networking** is strengthened and the National Society disaster risk management focal points participate in common scaling up processes.
- By 2011, the Colombian Red Cross Society identifies one technical need to be solved through National Society to National Society **exchanges or internships** to increase disaster risk management capacities.
- By 2011 the National Society counts on a **communications strategy**, including the dissemination of the DM National Society actions and results.
- In 2011, the Information System for Risk Management and Control of Emergencies and Disasters (**SIGERMED**) is acknowledged and used by the CRC branches and the National System and has more than 2,000 visits.

Programme component 4: International Disaster Response Law

Component Outcome 1: Interested National Societies and humanitarian partners are empowered to use legal tools and advocate for strengthened legal frameworks for disaster response.

Contributing to the overall objectives of the Global IDRL Programme and IDRL Plan 2010-2011 http://www.ifrc.org/cqi/pdf_appeals.pl?annual11/MAA0000411p.pdf, the IDRL programme will support the National Societies to develop and resource its own technical assistance project to advise their government on ways to enhance legal preparedness for international disaster assistance and make optimal use of the IDRL Guidelines in their national context. The intensive technical assistance project initiated in 2010 will be completed by first quarter 2011. Findings and recommendations arising from the legal preparedness study will be presented to the government of Colombia, and an action plan for taking forward the recommendations arising from the study will be developed and implemented.

b) Potential risks and challenges

- Consider the country's context in terms of emergencies related to natural phenomena, but as well to social issues; the latter in coordination with ICRC.
- Strengthen movement towards real and effective integration of programmes through the development of synergies between them.
- Promote the interaction between National Societies in the region and between regions in which the Colombian Red Cross Society could play a key role as a technical reference point in terms of the National Society's experience and strengths, thereby extending knowledge and expertise.

Health and Care

a) The purpose and components of the programme

Programme purpose

Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is 91,026 Swiss francs.

Programme component 1: HIV and AIDS

Component Outcome 1: Colombian Red Cross Society has developed prevention, care, treatment and support to the reduction of HIV stigma and discrimination, strengthening its capacities through the Global Alliance on HIV or its future incorporation.

The Global Alliance on HIV joins efforts being made across the world to stop the epidemic by strengthening response capacities at the national and regional levels, reaching vulnerable groups and reducing prevalence. Through the Global Alliance, the Colombia Red Cross Society will strengthen capacities in prevention, treatment, care and support for people living with HIV (PLHIV) and reduce

stigma and discrimination in headquarters and branches in order to improve effectiveness. The Global Alliance aims to reach 577,600 people (approximately) in Colombia by 2011. For 2011, as part of the Global Alliance, an initiative is planned in HIV prevention for the Ecuador-Colombia border region.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has increase the number of beneficiaries in specific high risk groups
- By the end of 2011, the National Society has disseminated the “HIV Prevention, Care, Treatment, and Support Guidelines for PLHIV” at the national level.
- By the end of 2011, the National Society has applied the strategies and methodologies from the IFRC (code of good practices, peer-to-peer education, HIV prevention in the work place and HIV in emergencies).
- By the end of 2011, the National Society has increased HIV programmes within communities with the Ecuador-Colombia border project.

Programme component 2: Public Health in the Community

Outcome 1: Colombian Red Cross Society has strengthened its management capacities and scaled up actions related to Community-Based Health and First Aid (CBHFA), and Voluntary-Non-Remunerated Blood Donation (VNRBD) within an integrated community health strategy.

The Colombian Red Cross Society has identified the need to work at the community level with a primary health care approach, focused on cooperation with communities in which Red Cross volunteers foster a link between the community and formal health systems.

The CBHFA initiative has been integrated into health planning in order to support the existing traditional first aid programmes with the inclusion of community health issues (prevention, health promotion and control of common diseases). As a community-based initiative, CBHFA aims to develop both the skills of Red Cross volunteers and the capacity of branches in preparedness during normal times and in response efforts during emergencies. CBHFA brigades will be helped to improve community health and thereby support community development processes.

The Regional Representation will support the Club 25 strategy to increase the number of voluntary non-remunerated blood donations by young people and promote healthy lifestyles in Colombia. Assistance will be provided to National Societies for the integration of psychosocial support within national health programmes and the disaster response system.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Colombian Red Cross Society has developed an integrated health programme which responds to its Strategic Plan focused on strengthening the territorial network.
- By the end of 2011, the Colombian Red Cross Society has implemented the Community-Based Health and First Aid strategy (CBHFA).
- By the end of 2011, the National Society has increased the number of Club 25 members and numbers of donations (compared to the number of members in 2010) as part of an integrated strategy to promote regular non-remunerated blood donation and healthy lifestyles among young people.
- By the end of 2011, the National Society has worked with regional activities in the area of psychosocial support to strengthen their leadership in the region.

Programme component 3: Public Health in Emergencies

Component Outcome 1: Colombian Red Cross has strengthened its capacities to prepare, respond and recover from health emergencies related to epidemics/pandemics and disasters.

The Regional Representation for the Andean countries will focus on supporting the Colombian Red Cross Society in Public Health in Emergencies in vulnerable communities. Epidemic outbreaks have

shown that response mechanisms at the country level are insufficient and that health systems and services are overwhelmed by the increased case load. The National Society with its community outreach and auxiliary role to public authorities is at an excellent position to contribute to reducing the incidences of malaria, dengue fever, yellow fever, influenza and other diseases through community mobilization and training.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has strengthened its coordination with PADRU to respond to emergencies
- By the end of 2011, the National Society has developed a communicable disease prevention proposal.
- By the end of 2011, the National Society has strengthened its psychosocial component and has integrated this in the national health programme and disaster response system.
- By the end of 2011, the National Society has participated in the Health in Emergencies Regional Intervention Team training.

b) Potential risks and challenges

The Colombian Red Cross Society is a strong National Society with extensive experience in health. Currently the health department is simultaneously undertaking many responsibilities at once, which could jeopardize the success of processes already underway.

Organizational Development / Capacity Building

a) The purpose and components of the programme

Programme purpose

Increase the skills of local communities, civil society, and Red Cross to face the most urgent situations of vulnerability.

The organizational and development/ skill strengthening programme budget is 129,942 Swiss francs.

Programme component: National Society capacity development in organisational development.

The Colombian Red Cross Society has experienced diverse transformations at the organizational level in order to face the diverse challenges of human development in the country. However, there is still much to be done. The following outcomes reflect the short term perspective that National Society should be aiming towards and the indicators highlighted show how the Regional Representation will contribute to the achievement of these outcomes.

Component outcome 1: A renewed, representative and diverse leadership in Colombian Red Cross Society.

The Colombian Red Cross has made considerable progress in the area of governance and management, but it also faces a number of challenges in this area. This depends, a great deal, on the National Society's drive towards modernization and organizational development, taking into account *Strategy 2020*, their capacity to act and become a strong National Society within the region. One of the particular problems faced by the Colombian Red Cross Society is the renewal of the governance structure and promoting participation mechanisms that favour change and leadership renewal, with a more representative composition. In this case, the challenge is to strengthen new leaders with a long-term strategic vision of the institutional functioning and carry out to activities through increased efforts in capacity building and leadership training in the area of governance and management.

This expected result aims to support and provide guidance to the Colombian Red Cross Society in developing governance, management and youth leadership, and management strategies that take into account integrity, accountability, transparency, diversity and clear human resources systems.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Colombian Red Cross Society has implemented a leadership training process for governing and management boards within the Movement framework in at least, 30 per cent of its branches.
- By the end of 2011, the Colombian Red Cross Society has established an advocacy policy.

Component outcome 2: Increased, renewed and diverse volunteering in Colombian Red Cross Society.

In most National Societies in the region, there is still recognition of a volunteering crisis. While there is little reform and increase in numbers, volunteer management maintains a rigid system. This limits growth in numbers and diversity, making the Red Cross unattractive to new volunteers. It is important to note some of the strengths of the Colombian Red Cross Society in this area such as: the important presence of volunteers at the national level; volunteer insurance, which covers all National Society volunteers; and the implementation of a human resources database. However, difficulties remain such as the absence of a unified voluntary service, which responds to a consistent, homogenous and multidisciplinary training curriculum that is closely linked to the community.

During 2011, the work in this area will focus on supporting the adoption of clear volunteering policies and modern management systems by all National Societies using peer support to learn from one another and from other organizations through the exchange of best practices.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Colombian Red Cross Society has implemented a new volunteering management cycle harmonized with IFRC guidelines, in at least, 50 per cent of the branches.
- By the end of 2011, the Colombian Red Cross Society has implemented a volunteer management training process in at least, 40 per cent of the branches.

Component outcome 3: Colombian Red Cross Society has reduced its integrity risks

The Colombian Red Cross Society is implementing its Statutes in line with the Movement guidelines. However, some National Societies have shown that the renewal of Statutes is a necessary condition to overcome problems related to integrity, unity and image. One of the greatest challenges facing the National Society is the redefinition of relations with public institutions, which have been rapidly changing, affecting the National Society in different ways with its the function, programmes and resources.

The expected result aims to protect the integrity of National Society. This period will focus on essential actions in order to make members more engaged in their National Society and more accountable to stakeholders.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Colombian Red Cross Society has adequately managed integrity risks.
- By the end of 2011, the Colombian Red Cross Society has implemented its cooperation model within all Movement members with presence in the country.

Component outcome 4: The sustainability of Colombian Red Cross Society has increased with respect to the 2006 baseline

For a long time, the Colombian Red Cross Society counted on stable and diversified financial sources, including a contribution from the State. Due to a considerable reduction of this income, the Colombian Red Cross Society is currently undertaking an administrative and budgetary restructuring process. It is in the initial stages of defining an income generation strategy, which in addition to traditional sources, aims to differentiate the Red Cross service offer, compared to other organizations through improvement

and quality certification. The National Society plans to achieve this through the diversification of its activities and the establishment of strategic alliances with key actors in the private sector, international organizations, and actors from international cooperation.

In order to strengthen resource mobilization development at the National Society level, baseline information was gathered in 2006. The following period will benchmark the National Society's services against their competitors, review resource mobilization development plans, and support the exchanges of experiences and peer support.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2010, the Colombian Red Cross Society has implemented its resource mobilization development strategy in at least, 50 per cent of the branches.

Component outcome 5: A common planning, monitoring and evaluation system is in place in Colombian Red Cross.

There have been advances in the participatory planning processes that take into account the importance of accountability in and outside the Movement. However, planning, monitoring and evaluation (PME) processes are still seen as independent instead of part of the same management system.

Special attention will be devoted to developing a branch network that is more balanced in terms of overall capacities and strategic and operational planning processes within National Societies in order to measure outcomes at the regional, national and local levels in an effective way. This interconnection can be understood as a common system that takes into account harmonized PME tools tailor-made for each National Society.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, at least, 50 per cent of the Colombian Red Cross Society branches have developed operational plans harmonized with its strategic plan.
- By the end of 2011, the Colombian Red Cross Society has implemented a balanced scorecard within its headquarters.

b) Potential risks and challenges

- The need to strengthen leadership capacities remains.
- While integrity risks are present in the region, the organizational development plan will contribute to the mitigation of these risks through the close monitoring and support to National Societies in implementing their legal bases.

Role of the secretariat

The role of the secretariat in Colombia and in the Andean Region is to focus on providing membership services to the Colombian Red Cross Society (CRCS), as established in Article 5 of its Statutes.

The range of **membership services** are detailed in the coordination and cooperation tool of the **country support plans**. The Regional Representation for the Andean countries plan concurs with CRCS' country planning. The alignment of planning processes allows the IFRC to agree on key cooperation issues with the National Society, and to help them in building and strengthening their programme services.

a) Technical programme support

Support provided to the Colombian Red Cross Society will be centred on capacity building. This support contributes to ensuring that programmes and activities coincide with *Strategy 2020*, the Inter-American Plan and the IFRC's directives and decisions.

In order to respond to membership needs, the secretariat structure in the Andean Region is organized around, and financed by the secretariat's core budget and the essential programme areas defined in

the IFRC's strategic framework. Technical support to CRCS will be provided by the Regional Representation for the Andean countries in Lima (Peru). When necessary, and depending upon the availability of human resources, the Regional Representation can also lend staff to the CRCS.

b) Partnership development and coordination

In 2011, responding to the Andean Region National Societies' interests and in the fulfilment of its assigned role, the Regional Representation will improve cooperation and coordination within the Movement and with national, regional, and international institutions interested in the secretariat's strategic framework and humanitarian agenda.

Cooperation and coordination in Colombia will consist of:

- 1) Promoting the relationship of main actors in the Movement through a cooperation strategy process, which will eventually lead to a tripartite agreement between the National Society, ICRC, and the IFRC.
- 2) Developing the Colombian CAS process, as well as promoting operational alliances if needed.
- 3) Improving the National Society's participation in regional coordination mechanisms, such as centres of reference, networks, the Pan American Disaster Response Unit (PADRU), and others.

Quality, accountability and learning

The secretariat must continue to improve the quality of services provided to member National Societies in the Americas zone, in particular, the Regional Representation for Andean countries. It will therefore be necessary to identify each and every one of the processes that have provided added value in the Regional Representation, define quality indicators that should be present in these processes, and monitor the reporting back on these indicators. In addition, it will be necessary to monitor financial, administrative, human resource and logistics standards and procedures established by the secretariat.

The Regional Representation aims to improve its accountability systems in 2011. Learning will be facilitated, by extracting lessons learnt from achievements (and from unresolved challenges) through the systematization and documentation of processes, and the above-mentioned quality indicators

How we work	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by <i>Strategy 2020</i> which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non violence and peace.
Contact information	
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MAACO001 - Colombia

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment						
Transport & Storage						
Personnel	6,252					6.252
Workshops & Training	131,000	78,000	70,000			279.000
General Expenditure	4,786		37,547			42.333
Depreciation						
Contributions & Transfers						
Programme & Service Support	10,117	5,556	7,931			23.603
Services	13,602	7,470	14,465			35.537
Contingency						
Total Budget 2011	165,757	91,026	129,942			386,725