

Revised Plan 2011



Ecuador

Executive summary

Ecuador faces major social challenges such as poverty, inequality and social exclusion which exacerbate the vulnerabilities of poor and marginalized communities, particularly when faced by further hazards such as disasters. This poses a significant humanitarian challenge to the National Society to respond to the needs of the most vulnerable. The strategic focus of Ecuadorian Red Cross is working with communities and responding to the needs of the most vulnerable. The National Society has demonstrated significant progress in areas of disaster management and health programmes, adopting a more integrated approach and in the area of governance and management. However, the Ecuadorian Red Cross faces challenges such as the need for adopting a more integrated approach in disaster response management, developing more solid financial bases and strengthening branches for a more balanced territorial network.

The Regional Representation for the Andean countries has identified with the Ecuadorian Red Cross priority areas in need of support (as described below in this plan), which will be addressed by core areas of disaster management, health and care and organizational development. The priorities linked directly to the National Society's strategic plan which is aligned with the Inter-American Plan and follows the recommendations of the Study of the Americas carried out by the Complutense Institute for International Studies. These priorities have been clearly developed into a **country support plan**, as shown within this document. The country support plan aims to respond to the needs of the Ecuadorian Red Cross 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 412,955 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

Country context

On 30 September, Ecuador suffered a severe political crisis caused by a national police strike and was supported by a sector of the army, which not only put at risk the life of the President of the Republic, Rafael Correa, but also threatened the constitutional system. Nevertheless, Ecuador¹ continues to experience political stability, meaning an important change in the previous trends and has allowed an economical recovery and some changes in poverty and vulnerability. According to the Economic Commission for Latin America and the Caribbean (ECLAC), whereas in 1999 the population living in poverty reached 63.5 per cent and those living in extreme poverty stood at 31.3 per cent, in 2005, the economical recovery allowed for the reduction of the poverty rate to 48.3 per cent and extreme poverty reduced to 21.2 per cent and, in 2006, this was further reduced to 43 and 16.1 per cent, respectively. Despite this progress, poverty levels still remain high and are linked to high levels of inequality that characterises the country. Poverty, inequality and social exclusion particularly affect the indigenous

¹ 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.

population, which represent approximately 7 per cent of the total population. The extreme poverty rate for indigenous people, is more than double the country average.

Poverty and inequality greatly increase vulnerability to recurring disasters in the country. Ecuador's geographical location on the Pacific coast, one of the most seismic locations in the world, poses a considerable risk for natural disasters. The majority of the population lives in mountainous regions, while the rest reside in the Amazon basin. The range of hazards that affect Ecuador include volcanic eruptions, earthquakes, landslides and floods, particularly associated with the "El Niño" phenomenon.

The increase of migration flows, particularly to Spain was one of the direct consequences of the crisis period of the past years. Ecuador with a population of 13 million has seen approximately 2 million Ecuadorians emigrate, close to 16 per cent of the total national population. In 2003, approximately 6 per cent of urban households received remittances from overseas.

Furthermore, Ecuador also receives immigrants or displaced people from abroad, particularly, from the northern border with Colombia, as a result of the internal conflict that exists in that country. The Northern border remains, as one of the most vulnerable areas in the Ecuador.

National Society priorities and current work with partners

The Ecuadorian Red Cross is currently finalizing its Strategic Development Plan (2007–2011) and will need to develop a new one for the next period: this will be an opportunity to harmonize the plan with the *Strategy 2020* and the next Inter-American Plan. The current strategic plan is based on key objectives covering the areas of disaster management, community health, humanitarian principles and values, youth, strengthening branch capacities and cooperation, partnerships and alliances. Support will be provided to the National Society to evaluate the current strategic plan and to develop a new plan during the first quarter of 2011.

The Ecuadorian Red Cross has revised its statutes and support will be provided to implement the statutes and internal rules amongst branches, as detailed below under the organizational development section. The Ecuadorian Red Cross has 22 provincial branches² and 3,500 volunteers according to the last census carried out in 2008.

The Regional Representation for the Andean countries is closer to the needs of the National Societies in the Andean Region. During 2009 and 2010, consultation processes were held with the Ecuadorian Red Cross in order to identify needs at country level. 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 study recommendations include:

- The main challenge that the Ecuadorian Red Cross currently faces is the consolidation process of growth and development that is underway, transferring capacities to local branches for an operational territorial network. In order to complete this process it is necessary that the territorial network is developed in a harmonized manner, in this case the following is needed: implementation of the Strategic Plan; application of the International Cooperation Plan; accountability and transparency at the management levels; overcoming the administrative and financial autonomy of branches; strengthening relations between branches and local actors; approving accounting and budgetary procedures; and developing communication in branches.

The study also highlights other important recommendations:

- **Complement activities in essential areas of intervention, strengthening the active participation of the population:** this refers to adopting a disaster risk reduction approach; extending community preparedness actions to all provinces; carrying out advocacy and training with the Ecuadorian government to adopt an integral focus of disaster management including

² Source IFRC Country Sheets, 2006

risk reduction; consolidating the community health and primary health care focus throughout the territorial network; strengthening and extending psychosocial support to people living with HIV and AIDS; dedicating more volunteers to promoting tolerance, non-discrimination and violence prevention, with special attention to the promotion of gender focus.

- **Strengthen human resources and financial management mechanisms:** this refers to developing new ways to incorporate volunteers and generate motivation mechanisms that allow for long-term retention, approving accounting and budgetary procedures within the National Society.

These recommendations and consultation processes carried out by the secretariat have contributed to identifying priority areas to support the National Society. A country support plan for 2011 has been developed to respond to the priority needs of the Ecuadorian Red Cross 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 and organizational development and coordination support as detailed under “Secretariat supported programmes in 2011” and the “Role of the Secretariat”.

The Ecuadorian Red Cross has long worked in partnership with and received support from the International Federation of Red Cross and Red Crescent Societies (IFRC), International Committee of the Red Cross (ICRC) and Partner National Societies (PNS). The Spanish Red Cross is currently working in the country, providing additional assistance to the multilateral support provided by the IFRC. Cooperation between sister National Societies is also expected to increase during 2011 as resources are optimised at the continental level.

Secretariat supported programmes in 2011

The Regional Representation for Andean countries will provide support to the Ecuadorian Red Cross in the key areas of disaster management, health and care and organisational development.

Secretariat supported programmes show the continuity of work in progress, previous plans and alignment with priorities as clearly identified by the National Society through different consultation processes. This country plan shows the priority areas of support to the Ecuadorian Red Cross during 2011.

Disaster Management

a) The purpose and components of the programme

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

Ecuador’s vulnerability to disasters (large and small) is influenced greatly by unplanned urbanization; a high percentage of the population lives in poverty and is at high risk to disasters. In line with the vision of risk management with a more integrated focus recently been adopted in the country, the Ecuadorian Red Cross takes steps forward to complement emergency response integrating a disaster risk reduction approach.

In 2010, the Regional Representation for the Andean countries developed a consultation process with the National Society to confirm and update its priorities after two years of having country support plan. The prioritized lines are: a) Harmonization of systems and financial administrative procedures at the national level b) Transfer of capacities from national to local level, and c) Volunteering strengthening. The disaster risk management (DRM) programme establishes the operational actions in accordance and in contribution to these identified priorities.

The Ecuadorian Red Cross has confirmed its commitment to implement actions within the framework of the IFRC's Global Framework on Building Safer and More Resilient Communities, focused on carrying out advocacy and capacity building for the development of a national disaster risk management approach by the Ecuadorian government. Special emphasis will be placed on risk reduction and participatory community work, participatory management of community disaster preparedness projects directly linked to local authorities through awareness-raising actions, and in the development of specialized intervention instruments and mechanisms. This will allow for improved action and coordination at the branch level, strengthening technical teams and transferring capacities to the territorial network in order to act more efficiently in emergencies and disasters.

The disaster management programme budget is 169,842 Swiss francs.

Programme component 1: Institutional capacity building for community risk reduction

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

The disaster risk management programme will support the Ecuadorian Red Cross in the implementation of the national disaster risk management plan. In line with the national priorities to scale up community risk reduction, support will be provided to Ecuadorian Red Cross to define and apply a common community risk management methodology. The community-based disaster risk management (CBDRM) teams will be trained within the Ecuadorian Red Cross. This process will strengthen the National Society's volunteers, staff and communities' capacity to work in local risk reduction initiatives, based on mapping and definition of common prioritized elements.

Strengthening the National Society's capacity to work with communities will take place through the application of the disaster risk management training and methodologies which promotes the development of community-based projects with special emphasis on climate hazards and branch and volunteering development. Key stakeholders are expected to participate such as schools, health and community centres, reaching at least 2,000 people who are at high risk in Ecuador. The application of the Vulnerability and Capacity Assessment (VCA) methodology will also be promoted to highlight risks and define community-based plans with at least three communities in Ecuador.

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

- By the end of 2011, training for volunteering and staff to work with communities are implemented by the Ecuadorian Red Cross in a process facilitated by the Regional Representation for the Andean countries (disaster risk management and organizational development) and with the support of the Centres of Reference.
- By the end of 2011, at least 2,000 people at high risk in Ecuador are reached by community risk reduction initiatives with special emphasis on climate hazards, branch and volunteering development are implemented with the support of the Regional Representation for the Andean countries.
- By the end of 2011, the Ecuadorian Red Cross supports the development of community risk maps in at least three communities, using the VCA methodology to highlight risks and define community-based plans to reduce and respond to disasters.

Programme component 2: Institutional capacity building for disaster preparedness

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

The expected outcome aims to support the Ecuadorian Red Cross to scale up the institutional capacities in disaster management and skills to promote disaster risk management, risk awareness and mitigation actions. This line is directly connected to the National Society national network and volunteering development.

During 2011, support will be focused on the identification of priorities through the updating of the **Well-Prepared National Societies - WPNS** assessment that was held in 2009 with the Ecuadorian Red Cross. This will contribute to the implementation of the **National Disaster Risk Management plan** in line with the 2011–2015 National Strategic Plan and national, regional and global frameworks. Operational planning at branch level will be emphasized according to the National Society planning process.

As a contribution to the **leadership strengthening process and transfer of capacities**, special attention will be placed on the continuation of strengthening capacities of the disaster management (DM) focal points at the four national zones, which are part of the decentralized **DM technical team** supporting the surrounding branches.

Support to enhance **volunteers in emergencies and early recovery (ViEER)** will be prioritized as a joint initiative between DM and volunteering and as a continuation of the results obtained through the 2009–2010 DIPECHO regional project. Some of the activities include the application of common Minimum Standards for Volunteering in Emergencies at local level; support management of the National Volunteering Committee, which is being coordinated by the ERC; support for the operationalization of the legal framework related to ViEER; and specialized training for the National Intervention Team as it is a part of the recommendations of the sub-regional Minimum Standards.

Technical and financial support for the national dissemination of the **national response plan and development of contingency plans** is also prioritized as part of the local development capacities to be ready to respond to local hazards.

During 2011 National Societies in disaster prone countries such as Ecuador will enhance early **recovery capacities** to improve communities' self-reliance capacities to recover from vulnerabilities to emergencies. The integration 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:

- By 2011, the Ecuadorian Red Cross disaster risk management programme is aligned with the strategic plans and the Disaster Risk Management Global frameworks, according to the priorities identified in the WPNS assessment and in coordination with Organizational Development and the programme areas.
- In 2011, the Ecuadorian Red Cross implements the common minimum standards for volunteering in emergencies and early recovery in coordination with national volunteering organizations and the DM national system.
- By the end of 2011, the National Society National Response Plan is validated by the National Society.

Programme component 3: Disaster risk reduction coordination and advocacy

Component outcome 1: The participation and coordination processes between Ecuadorian Red Cross 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 government. The Ecuadorian Red Cross will be supported in the coordination with the government to promote disaster risk management at national and 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.

The activities will specifically provide participatory support and strengthen the leadership role in the DRM national and regional coordination platforms, supporting the development of public awareness-raising initiatives and the promotion of IDRL and technical review of the national legal framework.

During 2011, Centres of Reference and other networking initiatives linked to knowledge management initiatives will be promoted to enhance National Society capacities at national and local levels. Increased 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 Ecuadorian Red Cross collaborates with key stakeholders and participates in local, national and regional disaster risk reduction platforms and establishes strategic alliances on disaster risk management
- By 2011, the Ecuadorian Red Cross participates in the disaster risk management regional network strengthening and the National Society disaster risk management focal points participate in scaling up processes.
- By 2011, the Ecuadorian Red Cross identifies at least one technical need to be solved through National Society to National Society exchanges or internships to increase Disaster Risk Management capacities.
- IDRL is promoted and specific needs in the country legal framework are identified in order to facilitate international humanitarian aid.

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 http://www.ifrc.org/cgi/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. Intensive technical assistance project will involve the production of detailed study of national laws, consultation with domestic and international actors and the development of detailed findings and recommendations for the strengthening of national legal frameworks.

b) Potential risks and challenges

- The Ecuadorian Red Cross has experienced important progress in the area of volunteering. A new volunteer training process has been developed that has an integrated approach which can be shared with others to analyze and provide feedback.
- According to the National Society, the number of human resources available is insufficient for the programme needs.
- The integration of regional processes focusing on programmatic distancing due to constraints at higher levels and the rotation focal points.
- The lack of financial support from the Disaster Risk Reduction Global Facility Fund poses a challenge to the fulfilment of the plan.

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 92,192 Swiss francs.

Programme component 1: HIV and AIDS

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

The Global Alliance in 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 National Society of Ecuador will strengthen capacities in prevention, treatment, care and support for people living with HIV (PLHIV), and reduction of stigma and discrimination in headquarters and branches in order to improve effectiveness. The Global Alliance aims to reach 463,220 people in Ecuador by 2011 (2008 baseline). For 2011, as part of the Global Alliance, an initiative is planned in HIV prevention in the Ecuador-Colombia border regions.

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 “HIV Prevention, Care, Treatment, and Support Guidelines for PLHIV” at the national level.
- By the end of 2011, the National Society applied the strategies and methodologies from the IFRC (peer education, prevention of HIV in the work place and HIV in emergencies).
- By the end of 2011, the National Society has increased HIV programmes within communities with the HIV frontiers project.

Programme component 2: Public Health in the Community

Component outcome 1: The Ecuadorian Red Cross 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 (CBHFA) initiative has been integrated into health planning in order to support the traditional first aid programme 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. The CBHFA brigades will be helped to improve community health and thereby support community development processes.

The Club 25 strategy will continue to support the National Society to increase the number of voluntary non-remunerated blood donations among young people and promote healthy lifestyles in Ecuador. The strategy strengthens voluntary work, increases non-remunerated blood donation and encourages young people to contribute to an important cause. 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 National Society of Ecuador has applied the Community-Based Health and First Aid strategy.
- By the end of 2011, the National Society of Ecuador 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.

Programme component 3: Public Health in Emergencies

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

The Ecuadorian Red Cross has identified the need to prevent emerging and re-emerging diseases, including vector borne diseases outbreaks such as dengue, malaria and yellow fever and water borne diseases such as leptospirosis and diarrhoea. In recent years, these diseases have increased morbidity and mortality rates in Ecuador and posed a serious threat to public health.

In the event of epidemics, the Regional Representation for the Andean countries will continue to support the Ecuadorian Red Cross with its awareness-raising and community mobilization actions. Volunteer capacities will be strengthened in epidemic control, as well as epidemic response, enabling them to become National Intervention Team (NIT) members specialized in health in emergencies. The National Society will apply the Epidemic Control Toolkit for Volunteers. These actions will increase the National Society's capacities to respond to and control public health emergencies and disasters.

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

- By the end of 2011, the National Society of Ecuador has included the health in emergencies component in national health programmes.
- By the end of 2011, the National Society has developed the communicable disease prevention proposal.
- By the end of 2011, the National Society has strengthened its psychosocial component and integrated this in the national health programme and disaster response system.

b) Potential risks and challenges

Communication channels established with the National Society technical personnel has changed and is less direct, which could delay some processes.

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.
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The organizational and development/ skill strengthening programme budget is 150,921 Swiss francs.

Programme component: National Society capacity development in organisational development.
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The Ecuadorian Red Cross has experienced diverse transformations at the organizational level with the aim of facing the diverse challenges of human development in the country. However, there is still much to be done. For this period, emphasis will be placed on territorial network strengthening and all programmatic actions revolve around it.

The following outcomes reflect the medium term perspective towards which the National Society should be aiming 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 Ecuadorian Red Cross.

The Ecuadorian Red Cross has experienced a process of transformation and growth in recent years to adjust to the period of instability and economic crisis that affected the country. One of the main challenges is generation change, which requires a consensual approach to leadership selection, ensuring support and an appropriate internal and external institutional profile that is suitable for Red Cross in the country. In this area, the challenge is to strengthen the emergence of new leaders with a long-term strategic vision for institutional functioning and promoting capacity building activities and leadership training, which are necessary for transformation processes.

This expected result aims to support and provide guidance to the Ecuadorian Red Cross in developing improved 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 Ecuadorian Red Cross has implemented a leadership training process for governing and management boards within the Movement framework in at least, 40 per cent of its branches.

Component outcome 2: Increased, renewed and diverse volunteering in the Ecuadorian Red Cross.

Difficulties with volunteering exist in most National Societies of the region. 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 that the Ecuadorian Red Cross has developed an integrated volunteer training process, reflecting a change in the National Society's volunteering. At the same time, there is strong participation from youth in volunteering in the National Society. However, the main challenge is the difficulty to recruit new volunteers and achieve a long term link and commitment between volunteering and the organization.

During 2011, work in this area will focus on supporting the implementation 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 Ecuadorian Red Cross has designed its volunteering strengthening framework.
- By the end of 2011, the Ecuadorian Red Cross has implemented instruments to operationalize the legal bases (statutes and internal rules) among its volunteering.
- By the end of 2011, the Ecuadorian Red Cross has implemented a process for volunteering professionalization.

Component Outcome 3: The Ecuadorian Red Cross has reduced its integrity risks

The Ecuadorian Red Cross has carried out a number of processes to revise its Statutes in recent years. Despite statutory reforms, this National Society has been affected by crises of diverse nature, over a long period of time. These crises have affected governance and leadership structures and have led to decreased confidence in the leadership selection process, changes in governance structures, and other serious internal confrontations. These situations have led to considerable problems with integrity, unity and image. On many occasions, the renewal of Statutes becomes necessary for resolution and is often recognised as being insufficient.

This result aims to protect the integrity of National Societies. This area will focus on essential actions such as promoting, supporting and providing guidance to National Societies in implementing its legal base, allowing members to become more engaged in their National Society and more accountable to their stakeholders.

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

- By the end of 2011, the Ecuadorian Red Cross has adequately managed integrity risks.
- By the end of 2011, the Ecuadorian Red Cross has implemented the Statutes and the internal rules in all branches.

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

The Ecuadorian Red Cross has consolidated a specific department dedicated to resource development, and also has a resource mobilization and social marketing strategic plan, which has served to diversify financial resources. Despite the development of a strategy, the National Society has a lack of funding which limits its capacity. In addition there is a certain level of inequality in the economic capacity of the headquarters, which is strong and highly developed with a significant number (close to half) of provincial branches that are less developed. Finally, one of the weaknesses of the department is that it has not managed to standardise accounting processes and procedures and budgets in the whole organization.

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

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

- By the end of 2011, the Ecuadorian Red Cross has implemented its RMD plan and strategy in at least, 30 per cent of its branches.
- By the end of 2011, the Ecuadorian Red Cross has developed a branding strategy.
- By the end of 2001, the Ecuadorian Red Cross has consolidated financial and administrative information in at least, 75 per cent of its branches.

Component Outcome 5: A common planning, monitoring and evaluation system is in place in the Ecuadorian Red Cross.

There have been advances in participatory planning processes that take into account the importance of accountability in and outside the Movement. The Ecuadorian Red Cross uses its National Development Plan as the basis of annual plans and budgets and the International Cooperation Plan was established based upon this plan. However, planning, monitoring and evaluation (PME) processes are still seen as independent instead of part of the same management system, and the National Development Plan has not been completely taken into consideration by the entire national network of branches.

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 the National Society, in order to measure outcomes at local, national and regional levels in an effective way. This interconnection supports 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 mid 2011, the Ecuadorian Red Cross has approved its National Society's strategic plan harmonized with *Strategy 2020* and Inter-American Plan.
- By the end of 2011, the Ecuadorian Red Cross has implemented operational plans, harmonized to the new strategic plan in, at least 30 per cent of its branches.

b) Potential risks and challenges

- The need to strengthen leadership capacities remains.
- Support for the integrity case of the Guayas Local Branch continues to be a challenge to guarantee the future of the National Society.
- 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 updating their legal bases.

Role of the secretariat

The role of the secretariat in Ecuador and in the Andean Region is to focus on providing membership services to Ecuadorian Red Cross (ERC), as established in the 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 the ERC's country planning, establishing the key cooperation issues with this National Society related to core services and work to support their programmes (programme services) through building and strengthening capacities.

a) Technical programme support

Support provided to the ERC will be centred on capacity building. This support contributes to ensuring that their programmes and activities coincide with the *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 strategic framework. Technical support to the ERC will be provided by the Regional Representation for the Andean countries with an office in Lima (Peru), having the potential of placing human resources within the ERC when possible.

The health and disaster risk management areas together with the Regional Representation will work with an integrated focus to support the Ecuadorian Red Cross in *building safer and more resilient communities*. The Organizational Development technical team will continue to support the National Society in the improvement of its institutional capacities and membership skills.

b) Partnership development and coordination

In 2011, in response to the Andean Region National Societies' interests and in 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 Ecuador will consist of:

- 1) Improve the National Society's participation in regional coordination mechanisms: Centres of Reference, networks, Pan American Disaster Response Unit (PADRU) and others.
- 2) Facilitate the National Society's development of accountability mechanisms.
- 3) Promote the relationship, if needed with a tripartite agreement with the National Society and the International Committee of the Red Cross.
- 4) Share relevant information and support the National Society's participation in the IFRC governing bodies.

c) Representation and advocacy

The secretariat has supported and facilitated the work of the Andean Committee for Disaster Prevention and Relief (CAPRADE), a supra-national entity created by the country members of Bolivia, Colombia, Ecuador and Peru since it was developed in 2003. Work in this area will prioritize the improvement of the National Society's participation in CAPRADE.

Coordination will continue with partners from the United Nations system present in the country, particularly with the United Nations Development Programme (UNDP) and the United Nations Emergency Team (UNETE) in actions linked to the risk reduction strategy in the Hyogo Framework for Action 2005–2015. Further coordinated work will be undertaken with UNAIDS: The United Nations Joint Programme on HIV and AIDS to strengthen the Global Agenda on HIV and the Pan American Health Organization (PAHO) for community health programmes and health in emergencies. Also the Regional Representation will support the state's incorporation of International Disaster Response Law (IDRL) within the country.

Quality, accountability and learning

The ongoing improvement of quality services provided to member National Societies must be continuous in the secretariat structure in Americas and specifically in the Regional Representation for the Andean countries. In this case, it will be necessary to identify each and every one of the processes that provide added value in the Regional Representation, defining quality indicators that should be present in these processes and monitor the fulfilment of these indicators. In addition, it will be necessary to monitor the fulfilment of financial, administrative, human resource and logistics standards and procedures established by the secretariat.

Finally, learning will be facilitated by extracting lessons learnt from achievements (and from un-resolved 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	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> • In the Ecuadorian Red Cross: Rosa Marta Lobo, Secretary General; email: rlobo@cruzroja.org.ec; Telephone: +5932 2284-806/812; and Fax +5932 2570424. • In the Regional Representation for the Andean countries in Peru: Fernando Casanova, Regional Representative for the Andean countries; email: fernando.casanova@ifrc.org; phone: +511 221-8333; and fax: +511 441 3607. • In the Americas Zone Office in Panama: phone: + 507 317 3050; and fax: + 507 317 1304 <ul style="list-style-type: none"> - Jan Gelfand; Head of Operations; email: jan.gelfand@ifrc.org - Zuleyka Maynard; Resource Mobilization Officer; email: zuleyka.maynard@ifrc.org 	

MAAEC001 - Ecuador

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	136,000	79,000	120,000			335.000
General Expenditure	3,286		4,907			8.193
Depreciation						
Contributions & Transfers						
Programme & Service Support	10,366	5,627	9,211			25.204
Services	13,938	7,565	16,803			38.306
Contingency						
Total Budget 2011	169,842	92,192	150,921			412,955