

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

Venezuela (Appeal 01.31/2001)

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	<i>In CHF</i>
1. Institutional Development	86,522
2. Disaster Response	483,142
3. Disaster Preparedness	72,596
4. Health and Care	1,162,802
5. Co-ordination & Management	204,990
Total	2,010,052



Introduction

National Context

In December 1999, devastating floods and landslides caused up to 30,000 deaths and left tens of thousands homeless in the northern states of Venezuela. Material damage was estimated at USD three billion, with long term economic consequences resulting from the impact on the tourism, fishing and other industries, creating high levels of unemployment. Reconstruction efforts have been underway, but there are still substantial needs to be met before life returns to normal for many of those affected by the disaster. Heavy rains in November 2000 caused panic amongst residents of high-risk areas, fearing a repeat of the previous year's catastrophe.

The disaster, the most severe to affect the country for decades, has worsened the situation of many already vulnerable communities in Venezuela. The economic and social crisis which hit Latin America in the 1980s and continued into the 1990s, left a population increasingly affected by poverty and violence, with a growing gap between rich and poor. In spite of its potential wealth, the country still has rural communities living in extreme poverty with no access to safe drinking water or basic health care. While Venezuela has achieved significant long-term advances with regards to health in hospital care, preventive and primary health care remain on a small scale.

National Society Priorities

The Venezuelan Red Cross (VRC) has a strong tradition in health services, based on its network of hospitals and clinics. Despite limited experience in disaster response, VRC staff and volunteers responded immediately to the floods and landslides that affected the country in 1999, working with the Venezuelan authorities and Red Cross partners in the emergency operation.

The National Society is now updating its national development plan (2000-2004) to take into account its new priorities following the disaster. A commission has been established to identify, design, implement and follow-up on rehabilitation projects.

Priority programmes for Federation Assistance

The Federation established a country delegation in Venezuela at the end of 1999 to support the VRC in its assistance to the victims of the disaster. Since the end of the emergency operation in April 2000, the Federation has been focusing its assistance on rehabilitation activities, supporting the National Society in its work with vulnerable communities throughout the country, and strengthening the VRC's structure at headquarters and in the branches.

- **Disaster response** - The floods that devastated Venezuela left thousands homeless, as well as damaging the infrastructure of the National Society. As part of its rehabilitation activities, the VRC intends to construct housing for 250 flood-affected families, and to build a new headquarters/training centre for its Vargas branch. The Federation will assist the VRC in seeking funds for this project, and in helping the Society to establish the necessary procedures to implement these reconstruction activities.
- **Disaster preparedness** - This programme covers a range of activities, including the planning and organization of the national disaster relief department, a national disaster management system, community workshops and community micro-projects.
- **Health** - Activities in health and water and sanitation will continue during 2001. The health project focuses on hygiene, disease prevention and primary health care, as well as the strengthening of the National Society health department. Basic sanitary conditions and water supply will be improved in selected rural and urban communities through a replicable model at branch level.
- **Institutional development** - The Federation will support the VRC in revising its national development plan, strengthening its governance, management and administrative structures, disseminating its new statutes, and promoting human resource development, with a special focus on volunteers.
- **Coordination and management** - In 2001, the Federation will encourage the formation of a consortium including all the main PNSs present in the country, which will support the VRC's rehabilitation activities. The Federation delegation will then be reduced to a minimum, maintaining a role in promoting coordination and providing support and technical assistance to the VRC and other Red Cross partners as appropriate.

1. Institutional and Resource Development

Background and progress to date

In November 1998, the Venezuelan Red Cross (VRC) approved its national development plan for 1999-2004 at its 20th national convention. Following the disaster which occurred in December 1999, this plan now needs to be revised to address the Society's current development issues, as in addition to the rehabilitation programme it is now engaged in, branches in the affected areas and the National Society headquarters require attention, with needs ranging from new premises to new fund-raising systems.

As a first step, a project formulation and management committee has been set up, formed by three branch presidents with a standing invitation to the secretary general. It reports regularly to the national presidency and the executive committee, which are ultimately responsible for the approval and definition of national strategies.

The Federation will support the VRC in revising its national development plan, strengthening its governance, management and administrative structures, disseminating its new Statutes, and promoting human resource development, with a special focus on volunteers. It will also support the coordination of capacity-building assistance to the National Society from PNS which are also actively involved in Venezuela.

The institutional development programme for Venezuela is designed to complement and build on the regional institutional and resource development programme which covers all the South American National Societies, including the VRC. The programme will be supported by the head of delegation, with assistance as required from the regional institutional development delegates.

Goal To strengthen the institutional capacity of the Venezuelan Red Cross, enabling it to undertake humanitarian action to assist the most vulnerable, in accordance with *Strategy 2010*.

Objectives and Activities planned

Objective 1 To strengthen the National Society's administrative structure and management capacity.

The activities to achieve this objective are:

- Support the recruitment of a director for the Venezuelan Red Cross projects office and provide support in setting up this office.
- Assist with revision, updating and drawing up of organizational procedures, programmes and administrative systems.
- Support the design, implementation and maintenance of a database for the general administrative system and specifically for projects.

Objective 2 To help apply the reform of the VRC's Statutes and strengthen the capacity of its governance bodies.

The activities to achieve this objective are:

- Provide training for headquarters and branch leaders through workshops and visits to exchange information.
- Support the revision, adaptation and definition of governance and management functions.
- Disseminate the National Society's new Statutes through seminars and workshops.
- Support training and disseminate in the areas of governance and resource development.
- Disseminate and provide training in the Federation's institutional development policies, the *Characteristics of a well-functioning National Society* and *Strategy 2010*.

Objective 3 To assist the VRC in reviewing its national development plan.

The activity to achieve this objective is:

- Support national workshops and provide technical advice to assist the VRC to define its mission statement and long-term vision, and update its national development plan.

Objective 4 To strengthen the VRC's human resource management, including volunteering.

The activities to achieve this objective are:

- Support the implementation of the work plan of the VRC's national volunteer department.
- Support the development of a strategy for the motivation and acknowledgement of volunteers.
- Assist with the establishment of a national registry of volunteers.
- Support the creation of a database to manage and develop human resources.
- Contribute to the strengthening and development of the national training unit.
- Support the development of a strategy and work plan to train volunteers and administrative staff.

Expected results

- The National Society will have a structured system in which governance and management functions are clearly defined and separated.
- The management processes and administrative systems and procedures will be improved.
- Resource development mechanisms will have been strengthened.
- There will be a significant increase in the number and involvement of volunteers, with new motivation, incentive and development schemes.
- The National Society will work more closely, frequently and specifically with the most vulnerable groups.

Indicators

- The CAPI institutional development indicators are used throughout the programme and projects.
- Changes in attitude are in evidence all levels of the National Society.
- The objectives of the VRC's national development plan are updated.
- The new Statutes are printed and disseminated throughout the Society.
- The VRC's needs are identified and the administration restructured.
- Projects are better prepared, managed and monitored.
- Establishment of administrative systems and procedures for improved effectiveness and efficiency.
- The mission statement and vision give a sense of identity and belonging to the institution.
- A volunteer development system has been established and is perceived by the volunteers.
- Volunteers spend more time in the institution and new volunteers are recruited.
- Donors and persons associated with the VRC perceive a quantitative and qualitative increase in services provided.
- Perception by the branches that their needs are more effectively addressed by National Society headquarters.
- There will be an increase in the implementation of humanitarian programmes aimed at the most vulnerable within the framework of *Strategy 2010*.

Critical assumptions

- The country is not affected by another major disaster.
- The socio-economic climate remains relatively stable.
- Financial support is received for the programme, and funds made available on a timely basis.
- National Society headquarters and branch leadership is open to change, and supports the institutional development process.

Monitoring and Evaluation arrangements

- Fortnightly meetings with VRC governance and national directorates.
- Fortnightly meetings with PNS heads of mission.
- Monthly and quarterly VRC reports.
- Monthly delegation report.
- Minutes of meetings.
- The programme may be evaluated internally and/or in coordination with PNS, with support from the regional delegation and/or the Secretariat in Geneva.

2. Disaster Response

Background and progress to date

Large numbers of families saw their houses completely destroyed by the devastating floods and landslides which hit the country in 1999. A plan for reconstruction was announced by the government, but progress to date has been slow. Many of those who were initially resettled in other parts of the country have been driven back by unemployment and the negative consequences of displacement, returning to their former homes in high-risk areas, occupying buildings or seeking shelter with their relatives.

The Venezuelan Red Cross intends to embark on a housing project, which would provide medium standard housing for an estimated 250 families, as well as a community centre, school and clinic. The houses will be 70 square metres in area, constructed in plots of 120 square metres allowing the potential for future extensions. Negotiations are currently underway with the local authorities in the states of Vargas, Miranda and Falcón regarding the donation of a suitable site. Participating National Societies have already expressed an interest in providing substantial financial support for the project, supplementing the resources of the VRC. The Federation delegation will provide technical support to the VRC for the supervision of the project, drawing on its experiences in housing in other parts of Latin America and elsewhere, including assistance with an initial assessment.

Various complex and interacting factors need to be addressed to ensure the successful implementation of the project, including: beneficiary selection; technical issues (site selection, risk analysis, hydrological surveys, design, construction); services (water, electricity, sewage, access roads, long-term maintenance); legal (land ownership, ownership of housing when completed); employment; and social factors (community integration and organization; concentration of traumatized beneficiaries). The National Society will work to develop designs and plans which take into consideration technical, cost and social aspects, ensuring that the results meet the needs of the beneficiary communities.

Funding is also being sought for the construction of a new headquarters for the Vargas branch of the Venezuelan Red Cross. The floods completely destroyed the only branch premises in the state, which were shared with the local committee of Caraballeda. Construction of new premises is therefore considered a priority, and the VRC has been given a site by the local authorities within the Maquetía airport zone, strategically located as a base for any future disaster response operation. The building is intended to not only house the Vargas branch, but to also include a disaster preparedness training centre. Some financial support towards this project has already been pledged by a Participating National Society, but further funds are needed. The Federation delegation will support the VRC in establishing the necessary management systems and procedures to ensure the successful implementation of the project.

Goal To assist the National Society and selected vulnerable families to recover from the effects of the December 1999 floods and landslides.

Objectives and Activities planned

Objective 1 To support the VRC in the construction of housing for flood-affected, homeless families, and in the reconstruction of the Vargas branch headquarters.

The activities to achieve this objective are:

- Identify and mobilize resources from national and international donors interested in supporting the VRC's reconstruction projects.
- Support the establishment of management, coordination, logistics, monitoring, reporting and financial management mechanisms for the reconstruction projects.
- Provide technical assistance through the use of specialized consultancy services as required, for example for carrying out an initial assessment.
- Assist with coordination, both with other Red Cross partners, and with governmental, non-governmental and international organizations.

Expected results

- The VRC will have constructed housing for 250 vulnerable families made homeless by the 1999 floods.
- A new headquarters will have been built for the Vargas branch of the VRC, enabling the National Society to improve its service delivery to vulnerable groups.

Indicators

- Funds received by the National Society for its reconstruction activities.
- Construction site identified, contractors selected and work completed.
- Beneficiaries for the housing project identified.
- Satisfaction with the technical assistance provided to the VRC.
- Regular reports provided to donors on project progress.
- Good coordination achieved between Red Cross partners and relevant authorities.
- Vargas headquarters constructed and operational.

Critical assumptions

- The necessary funding is received to enable the implementation of the project.
- No new major disaster occurs in the country.
- The social, political and economic context remains relatively stable.
- The Venezuelan authorities support the VRC reconstruction programme.

Monitoring and Evaluation arrangements

- Regular meetings between all partners involved in the reconstruction activities.
- Regular narrative and financial reports from the VRC on project progress.
- An internal or external evaluation of components of this programme may be carried out if required.

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3. Disaster Preparedness

Background and progress to date

The devastating floods and landslides that struck Venezuela in December 1999, demonstrated the importance of building the disaster preparedness and response capacity of the National Society and of vulnerable communities within the country. The country delegation in Venezuela has formulated a disaster preparedness programme in conjunction with the Venezuelan Red Cross, which is essentially based on a revision of the 2000-2004 development plan formulated by the National Society prior to the disaster and updated to accommodate current priorities.

The programme will be carried out in close coordination with PNS-supported activities, and with the regional ECHO-funded disaster preparedness community education programme to be implemented in certain areas of the country. This programme covers a range of activities, including the planning and organization of the national disaster relief directorate, a national integral disaster management system, community workshops and community micro-projects.

Goal To strengthen the capacity of the VRC in disaster preparedness and response and to reduce the vulnerability of communities through community-based disaster preparedness programmes.

Objectives and Activities planned

Objective 1 To strengthen the disaster prevention and response capacities of the National Society.

The activities to achieve this objective are:

- Provide basic equipment and materials to ensure that the national disaster relief directorate is operational.
- Support the design, implementation and maintenance of a database for the strategic warehouse administration system and for volunteers.
- Support the development and implementation of an integral disaster management system, in coordination with the American Red Cross, including production of a written document establishing the activities to be carried out within the integral disaster management system by all the National Society's volunteers and staff; working with management in order to establish the processes to be stipulated in the document; training headquarters and branch managers, volunteers and paid staff in the system, through workshops and information exchange visits.
- Revise, adapt and define governance and management functions in relation to disaster management.
- Promote the formation of emergency response units.

Objective 2 To support the implementation of community-based disaster preparedness projects.

The activities to achieve this objective are:

- Support the implementation of the work plan of the national disaster relief directorate and the Federation's regional coordinator to carry out the projects in the target areas.
- Develop a training, motivation and work acknowledgment strategy for volunteers involved in the projects.
- Support the design and reproduction of training materials and aids.
- Support volunteer meetings and training in various areas and activities.
- Support the implementation of community workshops and micro-projects.
- Assist with specific evaluations and studies on vulnerability in the communities.

Objective 3 To develop partnerships and promote coordination, both within the Red Cross and with external actors.

The activities to achieve this objective are:

- Promote collaboration with the PNS currently working in Venezuela, ensuring a coordinated approach to disaster preparedness.
- Provide technical support to PNS-supported disaster preparedness activities if required.

- Formalize inter-institutional coordination agreements to improve disaster response in terms of quality, quantity and effectiveness.
- Support the VRC in the identification and development of relationships with potential national donors.

Expected results

- The National Society will have a structured disaster management system in which governance functions and management processes are clearly defined and complementary.
- 300 volunteers will be trained in the integral disaster management system.
- There will be a significant increase in the number and involvement of volunteers, with new motivation, incentive and development schemes.
- The National Society will work more closely, frequently and specifically with the authorities and government agencies responsible for disaster relief at the national, state, municipal and parish levels.
- 50 community leaders will receive training under the programme for community-based education in disaster prevention.
- 300 volunteers will be familiarized with the Sphere Project, the Code of Conduct, Federation policies and the Seville Agreement.
- 25 volunteers will be trained to form part of rapid emergency response units.

Indicators

- Changes in attitude evaluated in qualitative terms at all levels of the National Society.
- Establishment of standardized disaster prevention procedures.
- Implementation of a national integral disaster management system.
- Disaster preparedness training conducted for volunteers.
- Establishment of permanent coordination mechanisms to facilitate the exchange of opinions and training and subsequent application to disaster prevention.
- Workshops held to train community facilitators.
- Risk mapping carried out by communities.
- Updating and reproduction of community capacity-building and training materials.
- Perception and verification by the National Society's donors and partners that services have improved in qualitative and quantitative terms.
- Establishment and implementation of standardized community capacity building and prevention education systems by the National Society branches.
- Improvement in the disaster relief skills of National Society management, staff and volunteers.

Critical assumptions

- No major disasters affect the country
- The social and economic climate in the country remains relatively stable.
- Financial and human resources available to support the programme.
- Continued commitment from National Society leadership.
- Good coordination achieved with government authorities.

Monitoring and Evaluation arrangements

- Fortnightly meetings with the VRC governing body, the national disaster relief directorate and the PNS heads of mission.
- Regular reports by the National Society.
- Monitoring of financial indicators, particularly in relation to the management of funds and fundraising.
- Monthly report by the delegation.
- Minutes of all meetings held.
- Monitoring of the Memorandum of Understanding between the National Society, the PNSs and the country delegation.
- Production of a register and follow-up on communities in which capacity building has been carried out.

4. Health and Care in the Community

Background and progress to date

Health indicators for Venezuela before the devastating floods and landslides in December 1999, showed a maternal mortality rate of 56/100,000 live births and an infant mortality rate of 25/1000 live births, although it is acknowledged that the reliability of these figures is impaired by problems of under-registration. Diseases such as malaria, which were thought to have been eradicated from practically the whole of the country (malaria is endemic in Amazonas state), and others which have recently become endemic, such as dengue fever, have added to the country's public health problems. In spite of its potential wealth, Venezuela still has rural communities living in extreme poverty with no access to safe drinking water or basic health care.

Health

The national health system in Venezuela was seriously debilitated in the states affected by the floods and landslides, with many hospitals, clinics and health posts being totally or partially destroyed. The emergency health plan implemented by the VRC and the Federation following the disaster consisted firstly of assisting the ill and injured through mobile health brigades and supplying drugs and medical and surgical supplies for the health centres and hospitals still operating, albeit precariously, in the states of Vargas, Miranda and Falcón.

At the same time, IEC (information, education, communication) campaigns were implemented aimed at preventing the spread of disease and epidemics likely to follow in the wake of the disaster, as a result of water contamination and an increase in vectors. Campaigns were launched to encourage refuse disposal, fumigation and application of Abate larvicide through Red Cross volunteer brigades trained by the Ministry of Health. Activities were carried out to provide psychological support for victims and families living in shelters, with the implementation of a psycho-social support programme, for which the American Red Cross provided immediate backing. Following the end of the emergency phase (January - April), health activities were re-orientated, according priority to the areas of health promotion, prevention of diseases and community-based first aid, following *Strategy 2010* guidelines and the Federation's health policy. Funding was received from the Swiss Red Cross and Swiss Solidarity Chain to support a one year health project (May 2000 - April 2001). This project will be extended until the end of June 2001, and intensified to reach more communities.

Water and Sanitation

In the initial aftermath of the disaster, safe water and the re-establishment of sanitation services were urgent priorities. Water tanker deliveries were carried out to provide water to community water tanks, and small-scale water systems were rehabilitated in affected communities.

The focus subsequently changed to rehabilitation activities in the later phase of the operation. In June 2000, a pilot project was launched in water, sanitation and hygiene promotion in the State of Falcon, in collaboration with the local branch Venezuelan Red Cross. Initially a diagnostic phase was undertaken in ten pilot communities to identify related health and water and sanitation problems in isolated rural communities. As a result of the diagnostic, several areas were identified for intervention, including excreta control, water supply, environmental public health and preventive health care. A series of community planning workshops have been held, and a latrine project, to build 1000 family latrines, has been started in ten pilot communities. Heavy emphasis is placed on participative hygiene education, community participation and involvement of local Red Cross branch. The ideas initiated in Falcon have also been adopted by Italian Red Cross and translated to State of Miranda, in collaboration with the local Red Cross branch. In the coming year it is also planned to continue activities already started and to expand the latrine programme into the neighbouring state of Zulia.

Further activities in Vargas have also been initiated in two principal communities, namely Caraballeda and Anare. The projects undertaken in 2000 were undertaken in collaboration with Vargas branch of Venezuelan Red Cross, German Red Cross, French Red Cross and the state water company HidroCapital. As part of the strategy, water distribution and hygiene education to affected communities formed the core of water and sanitation intervention. As a continuation of these activities, it is proposed to modify some of the water treatment units installed in the emergency phase, and to start disaster preparedness activities in one of the target communities. An early warning

system will be installed with the collaboration of Central University in Caracas. The Vargas Red Cross branch will provide training to communities in the pilot area.

In 2001, the health programme will be supported by a health delegate based in Venezuela, with additional assistance from the regional health delegate and regional water and sanitation delegate. Close collaboration and cooperation will be ensured with PNSs active in the country.

Goal To strengthen the capacity of the VRC, and support its activities in improving the health conditions of selected vulnerable communities.

Objectives and Activities planned

Objective 1 To improve the health conditions and quality of life of the inhabitants of the target communities in four Venezuelan states (Vargas, Carabobo, Lara and Falcón), which have been either directly or indirectly affected by the floods, through projects to promote hygiene, disease prevention and primary health care.

The activities to achieve this objective are:

- Maintain the mobile health brigades to help the worst-hit areas, reducing relief activities (treatment of diseases) and starting activities to organize, educate and train community volunteers in health promotion and disease prevention.
- Implement an environmental health programme at household and community levels.
- Continue the fight against vectors and maintain epidemiological monitoring in order to contribute to preventing the outbreak and spread of epidemics caused by vectors.
- Strengthen the VRC National Health Directorate and four branch health departments, so that they are capable of implementing the planned health activities.
- Train Red Cross volunteers as primary health care workers.

Objective 2 To implement a replicable model, at Red Cross branch level, to contribute to improved health in isolated rural communities and affected urban communities through a series of activities aimed at improving basic sanitary conditions and water supply. To strengthen the disaster preparedness capacity of the target communities, through a series of activities aimed at reducing risk due to natural disasters.

The activities to achieve this objective are:

- Build capacity at Red Cross branch level through targeted management inputs, training workshops and provision of adequate resources for implementation of projects.
- Contribute to community development through targeted inputs on a regular basis by trained project staff, ensuring that the community is fully involved at all levels.
- Improve the quality of drinking water at selected communities in Vargas through the installation of an improved water treatment plant, so reduce the amount of residual aluminium contained in potable drinking water.
- Develop a community-based early warning system in areas of Vargas at risk from further torrential rainfall and the resulting flooding and landslides.
- Provide training to the identified communities in the catchment areas.
- Improve excreta disposal for individual families through the introduction of appropriate latrines and to provide education inputs to ensure sustainability.
- Improve the sanitary conditions at household level through a series of targeted hygiene promotion messages.
- Provide clean potable water to selected rural populations, through community implemented and managed small scale water schemes.
- Ensure the long-term sustainability of the schemes through the establishment of appropriate water committees.

Expected results

Objective 1

- The VRC's national health directorate and internal health network will have been strengthened.
- Information and education activities will have been carried out for the most vulnerable communities, focusing on priority health areas.
- The environmental conditions will have been improved in target communities.
- Vector-transmitted diseases will have been controlled and effective epidemiological monitoring carried out.

- Training of primary health care workers in the target states will have been conducted, and the course extended to other branches.

Objective 2

- Three Red Cross branches will be actively managing water and sanitation programme activities in the field, with communities collaborating actively in the elaboration and implementation of the projects.
- An appropriate water treatment unit will have been installed producing quality drinking water according to WHO guidelines for drinking water supply.
- Safe drinking water will be available at household level in target communities.
- Monitoring equipment will have been installed to provide an early warning signal in event of heavy rainfall with an automatic alert system established in the community.
- Community awareness will have been raised through appropriate training inputs on to how to respond in the event of a disaster.
- 1,000 family latrines in Falcon and 500 in Zulia will have been constructed, and will be in use and well-maintained. There will be a clean environment in and around the houses in the target communities.
- Water committees will exist in the target communities, and the water systems will be managed by the water committees on behalf of the communities.
- Charges for monthly water consumption will be in operation and incidences of diarrhoea due to water borne diseases, will be lower than at the start of the project.

Indicators

Objective 1

- Number of local health committees set up in the communities.
- Number of community health promoters and monitors selected and trained – two to three in each community (100-150).
- Number of micro-projects formulated by the communities.
- Number of community workshops held on health promotion, disease prevention and first aid.
- Increase in antenatal checks and vaccination coverage for pregnant women and vaccination coverage for children in the target communities.
- Increase in the recruitment of Red Cross volunteers from the communities in which the activities are carried out.
- Improvement in the public image of the Red Cross in rural and suburban communities.
- Number of community education campaigns carried out, number of beneficiaries and impact (knowledge acquired, change in habits, etc.).
- Standard of cleanliness and hygiene in homes.
- Number of communities which set up a refuse treatment system.
- Number of refuse disposal campaigns carried out.
- Number of latrines constructed and repaired in the communities.
- Number of Red Cross volunteers trained (5 per branch, totaling 25).
- Number of branches with the necessary equipment (5 branches).
- Reduction in vector-transmitted diseases in the target communities.
- Identification of the needs of the national health directorate and the design and establishment of programmes and projects.
- Training for human resources working in the health area.
- Contribution to promoting programmes based on the primary health care strategy.

Objective 2

- Number of trained volunteers in Red Cross branches.
- Installation of water treatment unit.
- Installation of equipment to provide an early warning signal in event of heavy rainfall.
- Organization of disaster preparedness workshops at community level
- 1000 family latrines being used and maintained in Falcon.
- 500 family latrines being maintained and used in Zulia.
- Baseline and post project studies undertaken at household level in the target communities.
- Legal status for water committees in the target communities.
- Existence of two community managed gravity fed water supply systems.

- Collection of monthly water charges.
- Decreased incidence of diarrhoea in health statistics during the project period.

Critical assumptions

- Activities are not cancelled due to a disaster situation.
- Financial resources are obtained for the health operation.
- The various partners involved in the projects continue to provide their support.
- A competent local staff member can be recruited for programme management.
- The social and economic climate in the country remains relatively stable.

Monitoring and Evaluation arrangements

- Monthly meetings with the VRC National Health Directorate.
- Monthly meetings with local health coordinators.
- Analysis of monthly financial statements.
- Monthly review of achievements and problems to be overcome.
- Monitoring of completed and planned actions.
- Field visits to the project sites.
- Monthly reports by local health coordinators and Red Cross branches.
- Quarterly activity reports.
- Monitoring of indicators.
- Evaluations and analysis of health situation based on the basal analysis instrument generated between the VRC and the Federation to measure the impact of the action.
- Minutes of meetings held between the parties involved.

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5. Coordination and Management

Background and progress to date

The Federation's delegation in Venezuela was established following the devastating floods and landslides that occurred in December 1999, in order to provide support to the Venezuelan Red Cross in its operation to assist the victims of the disaster. When the emergency phase of the operation was over, the delegation began to prepare, together with the VRC and the PNS present in the country, a strategy for rehabilitation which is currently being implemented. This dialogue was also the base for discussions regarding the agreement of a country assistance strategy involving all the Red Cross partners present in the country, including the ICRC.

The Venezuela delegation, in line with *Strategy 2010*, is helping the National Society in its assistance to the flood victims, in the work with vulnerable communities throughout the country and in the reinforcement of the Venezuelan Red Cross' structure and image at headquarters and in the branches.

The Federation Secretariat, through its delegation, is encouraging the creation of a consortium which will include the main PNSs present in Venezuela to support the National Society in its rehabilitation activities. This consortium is expected to be fully operational and active in the year 2001, allowing the Federation delegation to be reduced to a minimum in the second semester of the year.

The Venezuela country delegation reports to the regional delegation for South America, which is based in Buenos Aires. Some regional resources are decentralized within the region, and the Venezuela delegation enjoys close collaboration especially with the Federation and PNS delegates located in neighbouring countries, and with the disaster preparedness programme for the Andean countries.

Goal To support the current rehabilitation operation and build up the capacities of the National Society through an effective and efficient management of the delegation, promoting coordination with internal and external partners and optimizing available human and financial resources.

Objectives and Activities planned

Objective 1 To support the Venezuelan Red Cross rehabilitation operation and the National Society's development, promoting coordination between Participating National Societies, ICRC and the Federation Secretariat as well as with external partners.

The activities to achieve this objective are:

- Promote the establishment of a consortium with all the PNSs working in the country, with a memorandum of understanding signed between the Venezuelan Red Cross, the Federation Secretariat and PNSs for the rehabilitation phase.
- Encourage and coordinate the drawing up of an inclusive country assistance strategy for Venezuela.
- Promote and coordinate the support to the VRC's rehabilitation activities from internal and external donors.
- Promote coordination of all Red Cross activities with governmental, non governmental and international agencies, mainly WHO/PAHO, IOM, UNHCR, UNDP, UNICEF and ECHO.
- Provide technical support to the Venezuelan Red Cross and its partners in project planning, budgeting, monitoring, evaluating and reporting.

Objective 2 To improve the management of the Venezuela delegation and to ensure sound project monitoring.

The activities to achieve this objective are:

- Provide timely narrative and financial reports to donors.
- Maintain and reinforce team work activities involving all delegates and local personnel in close contact with the regional delegation in Buenos Aires.
- Promote periodic contacts between the technical delegates and the regional delegation and technical departments in the Secretariat in order to share knowledge and improve the technical support to the Venezuelan Red Cross and its partners.

- Assure that the Federation standard security measures are established and respected by all delegates and PNS.

Expected results

- The rehabilitation plan, formally approved by the Venezuelan Red Cross, will be well known and supported by all the PNS and external partners involved.
- A memorandum of understanding will have been signed by all the PNS, the Federation Secretariat and the Venezuelan Red Cross, to create a consortium for the rehabilitation phase. One PNS will have accepted and committed itself to lead the consortium with the support of the Federation Secretariat.
- A country assistance strategy will have been elaborated and endorsed by all partners, coordinating all international support to the Venezuelan Red Cross.
- Substantial funds will have been pledged to the rehabilitation plan.
- Financial management of the delegation meets the Federation standards.
- Minimum reporting standards are respected.
- All the PNS participating in the consortium and external partners are satisfied with the Federation support to the Venezuelan Red Cross.

Indicators

- The number of National Societies participating in the consortium and number of their programmes.
- The number of beneficiaries assisted by the consortium as a whole.
- Number of partners participating in the inclusive country assistance strategy.
- Percentage of external donor support.
- Good quality reports received on time by donors.
- Percentage of funds received by the Venezuelan Red Cross from national corporations, at least 10% in 2001.
- Bilateral projects are designed and monitored through technical VRC staff, based on agreed methodologies.

Critical assumptions

- The political and socio-economic situation allows the implementation of the rehabilitation plan.
- Donor support continues through the rehabilitation phase, maintaining the consortium.
- The VRC's commitment is maintained and increased to face the challenges of the rehabilitation operation.

Monitoring and Evaluation arrangements

- An annual meeting will be held to evaluate all technical programme and other rehabilitation plans under the consortium umbrella and with the Venezuelan Red Cross.
- Quarterly meetings will monitor and analyse the progress against established objectives.
- Regular meetings (at least monthly) with all partners will be held to ensure operational coordination and follow up.
- A final evaluation will be organized with consultants external to the operation for the main programme areas.

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DELEGATION: VENEZUELA						
PROGRAMME	Disaster response	DP	Health & services	IDRD	Coord. & mgt	TOTAL
Shelter & construction	340,000	0	30,386	0	0	370,386
Clothing & textiles	0	0	3,442	0	0	3,442
Food & seeds	0	0	0	0	0	0
Water	0	0	31,208	0	0	31,208
Medical & first aid	0	0	170	0	0	170
Teaching materials	0	0	108,406	0	0	108,406
Utensils & tools	0	0	2,464	0	0	2,464
Other relief supplies	0	0	102,510	0	0	102,510
Sub total supplies	340,000	0	278,586	0	0	618,586
Land & Buildings	80,000	0	0	0	0	80,000
Vehicles	0	0	29,410	0	0	29,410
Computers & telecom	0	5,900	29,750	5,900	0	41,550
Medical equipment	0	0	0	0	0	0
Other capital expenses	0	6,000	0	6,000	0	12,000
Sub total capital	80,000	11,900	59,160	11,900	0	162,960
Programme management	32,578	4,895	78,408	5,834	13,822	135,538
Technical services	9,752	1,465	23,471	1,746	4,138	40,573
Professional services	10,815	1,625	26,029	1,937	4,589	44,995
Sub total programme support	53,146	7,986	127,908	9,517	22,549	221,106
Transport & storage	0	0	33,704	0	6,000	39,704
Personnel (delegates & expatriates)	0	0	123,034	0	61,692	184,726
Personnel (local staff)	0	21,000	377,875	45,200	47,770	491,845
Sub total personnel	0	21,000	500,910	45,200	109,462	676,572
Travel & related expenses	0	5,400	9,803	5,400	6,000	26,603
Information expenses	0	21,510	8,519	14,505	0	44,534
Expert fees	0	0	5,913	0	5,355	11,268
Admin. - general expenses	9,996	4,800	138,301	0	55,624	208,721
Training workshops / seminars	0	0	0	0	0	0
Sub total travel, training, general exp.	9,996	31,710	162,535	19,905	66,979	291,125
Total budget	483,142	72,596	1,162,802	86,522	204,990	2,010,052