

Revised Plan 2011



Bolivia

Executive summary

Bolivia is one of the poorest countries in Latin America and faces social, economic and political issues which exacerbate the vulnerabilities of poor and marginalized communities. The multiple challenges in the country pose a significant humanitarian challenge to the National Society in terms of responding to the needs of the most vulnerable. The Bolivian Red Cross focuses its work on disaster response, health services, the promotion of humanitarian principles and values, and the development of community-integrated programmes. However, the National Society faces a number of organizational challenges, in terms of strategic planning, working towards balanced territorial development and its current dependence on external cooperation.

The Regional Representation for the Andean countries has identified priority areas with the Bolivian Red Cross that are in need of support in disaster management, health and care and organizational development. The Regional Representation is committed to ensuring that capacities are in place to support these needs. The priorities linked directly to the National Society's strategic plan are in line with the Inter-American Plan 2007–2011 and follow 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 plan intends to respond to the needs of the Bolivian Red Cross as part of the New Operating Model, which seeks to maximize existing Movement resources, while focusing on the provision of specific and relevant services to member National Societies.

The total 2011 budget is 234,959 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

Country context

Bolivia¹ is amongst the poorest countries in Latin America and faces serious social problems such as inequality, discrimination and social exclusion, the risk of social and territorial fragmentation, and political instability. In addition to these problems, it is also affected by the heightened weight of the informal sector on the employment structure; lack of infrastructure and access to basic services; and the lack of coverage and the quality of education and health; and in particular, high infant and maternal morbidity and mortality rates. While the prevalence of HIV and AIDS is lower than in other countries in the region, the incidence of other preventable diseases is higher, such as Chagas' disease, leishmaniasis, dengue, yellow fever or tuberculosis. Poverty indicators clearly reveal this reality. According to the Economic Commission for Latin America and the Caribbean (ECLAC), between 1999 and 2004, the poverty rate increased from 60.6 per cent to 64 per cent of the total population. During the same period, there was a reduction of people living in extreme poverty from 36.4 per cent to 34.7 per cent of the total.

Discrimination of the indigenous population is a definitive characteristic of the country's social reality. With a diverse social reality in terms of ethnic composition, gender, age and social origin; there are

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.

dynamics of discrimination and exclusion in terms of participation in power and institutions which have particularly affected indigenous people. This has created a weak democracy with legitimacy problems. These dynamics can also be observed in the lack of equal opportunities regarding access to education, to health and public services, and access to land and housing. One important point when considering extreme poverty indicators is that these figures are more than double the national average amongst the indigenous population. While this reality is inexcusable, it does explain the importance of the current President Evo Morales's electoral victory. He was the first indigenous candidate to reach the presidency of the country with the majority support of the indigenous population and also of broader social sectors. Poverty, inequality and exclusion are key elements when characterizing the vulnerability of Bolivia, a country that is also permanently threatened by disasters, such as earthquakes, floods, droughts and avalanches. The floods at the beginning of 2007 were a reminder of the risk facing Bolivia, a country with a diverse geography. As in other Andean countries, climate change can further aggravate areas that depend on hydrological cycles, such as in the Andean valleys.

National Society priorities and current work with partners

During 2008, the Bolivian Red Cross evaluated its Strategic Development Plan 2004–2008. Based on recommendations, in 2009 it developed a new strategic development plan for the period 2009–2013. This plan is aligned with Strategy 2010 and the Inter-American Plan, but it needs to be harmonized with *Strategy 2020 (S2020)*. The plan is based on key objectives covering the areas of community development, reducing discrimination, disaster risk management, health, and the use of the emblem. The Bolivian Red Cross will develop local development plans, and with the help of the secretariat is expected to align these with the new strategic development plan.

The Bolivian Red Cross recently revised its Statutes, with support from the secretariat and the International Committee of the Red Cross (ICRC). These Statutes were approved at the beginning of 2010. The dissemination of the new Statutes amongst branches will be supported as detailed below under organizational development. In terms of structure, the Bolivian Red Cross has nine departmental branches, 20 provincial branches and an estimated 1,200 volunteers².

The Regional Representation for the Andean region is closer to the needs of the National Societies in the region. From 2009 to 2010, the Regional Representation's consultation processes were held with the Bolivian Red Cross in order to identify the needs at the country level. The result of this process was the development of a country support plan for 2010–2012. 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:

- A renewal of governance structure and the development of participatory decision-making mechanisms.
- Urgent redefinition of the territorial organizational model, decentralization of the institution, whilst maintaining cohesion and unity within its actions.
- Institutional willingness to develop a planning and financial system that is not dependent on external cooperation and allows for institutional development and sustainability.
- Development of a management system in volunteering that favours its strengthening and growth.

The study also highlights other important recommendations:

- **Adapt interventions to the specific needs of the vulnerable population promoting an active role of communities and increasing the integration of areas of action:** Develop a disaster risk management plan focusing on prevention and preparedness; develop a national health strategy focusing on primary health care; promote sexual and reproductive health; increase efforts to make gender cross-cutting throughout the organization; increase the internal awareness of Humanitarian Principles and Values; and support the increased number of community-integrated programmes with increased community participation.

² Source International Federation Country Sheets, 2006.

- **Update decision-making and management mechanisms:** Implement the new Statutes to begin the renewal of the governance structure and ensure greater separation from management; adopt a longer-term strategic focus; strengthen volunteer development and management; create a human resource system that decentralizes recruitment and creates more job stability; and develop a new youth plan involving young members in the governance structure.
- **Diversifying alliances and strategic partnerships:** Participate in youth and volunteer networks; establish tools for international cooperation based on the strategic plan; increase the number of alliances with governmental organizations and non-governmental organizations; and networking.

As mentioned above, a country support plan for 2010–2012 has been developed to respond to the priority needs of the Bolivian 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, organizational development and coordination support as detailed under “Secretariat-supported programmes in 2011” and the “Role of the secretariat”.

The Bolivian Red Cross has long worked in partnership with, and received support from, the secretariat, ICRC and Partner National Societies. 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 Andean countries will provide support to the Bolivian Red Cross in the key areas of disaster management, health and care, organizational development and principles and values.

Secretariat supported programmes show the continuity of work in progress, previous plans and the 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 Bolivian Red Cross during 2010 and 2011.

Disaster Management

a) The purpose and components of the programme

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

During recent years, the joint work between the secretariat in the Andean Region and Bolivian Red Cross has been focused on responding to the three priorities confirmed during the 2007 floods emergency operation and reflected in the Study carried out by the Complutense University. This includes complementing and broadening the intervention focus during disasters to disaster risk reduction as a broader concept and reinforcing the relation with development, thereby developing participative work practices for community risk reduction and disaster preparedness, with a focus on community integrated programmes. This will take place through the identification and development of activities from and with the community and the integration of different areas of intervention, as well as the increase in the number and capacity of the National Society’s human resources to expand and implement work in disaster risk management and improving capacities for positioning and implementation through intra and inter-institutional coordination.

The disaster management programme will support the implementation of the Bolivian Red Cross Disaster Risk Management plan for 2011 developed according to the new National Society strategic plan 2009–2013 as well as the lines prioritized under the Country Support Plan for 2010 – 2012.

The disaster management programme budget is 151,171 Swiss francs.

Programme component 1: Institutional capacity building for community risk reduction

Component Outcome 1: The Bolivian Red Cross 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 to scale up community risk reduction, support will be provided to the Bolivian Red Cross to continue the implementation of the Community-Based Disaster Risk Management (CBDRM) training curricula. The process is focused on strengthening National Societies' volunteer, staff and community capacities to work in local risk reduction initiatives, based on mapping and definition of common prioritized elements.

Strengthening National Societies' capacities to work with communities will take place through the application of disaster risk management methodologies to develop community resilience micro-projects with a special emphasis on water and sanitation, safer school, climate hazards and branch and volunteering development.

Key stakeholders are expected to participate such as schools, health centres and community centres, reaching at least, 5,000 people at high risk in Bolivia. Additionally, community education and awareness initiatives amongst volunteers and children will be promoted with the Bolivian Red Cross. 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 Bolivia.

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

- By the end 2011, CBDRM training resources for volunteers and staff to work with communities are implemented by the National Society in Bolivia in a process supported by the Andean Regional Representation (Disaster Risk Management and Volunteering) and with the support of the Centres of Reference.
- By the end of 2011, the Regional Representation has contributed to the achievement of the National Society plan to train 30 per cent of its volunteers in climate change adaptation in accordance with the integrated programme training on DRM and climate change adaptation.
- By 2011, the Bolivian Red Cross receives technical support for the design and implementation of at least one good quality national DRM initiative built on priorities identified through the application of community and institutional assessment tools in order to respond to main risks (floods and droughts) related to climate change.
- By the end of 2011, at least 5,000 people at high risk in Bolivia are reached by community risk reduction initiatives identified together with the communities and with special emphasis on climate hazards, branch and volunteering development.
- By the end of 2011, the Bolivia Red Cross supports the development of community risk maps in at least three communities using the Vulnerability and Capacity Assessment - 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 Bolivian Red Cross capacities to effectively support communities to plan, prepare, respond and recover from emergencies.

The expected outcome aims to support the Bolivian Red Cross to scale up existing institutional capacities in disaster management and skills to promote disaster risk management, risk awareness and

mitigation actions. During 2011, support will focus on assessments and the identification of priorities through the implementation (initiation or completion) of the Well-Prepared National Societies - WPNS assessment. This will contribute to supporting the Bolivian Red Cross in defining or updating the DRM programme in line with strategic plans and global frameworks in Bolivia.

In order to contribute to strengthening of volunteering, institutional capacities will be strengthened through the implementation of the Volunteering in Emergencies Common Minimum Standards with an emphasis on disaster intervention mechanisms at local, national and regional levels.

National intervention mechanisms will be strengthened to ensure the Bolivian Red Cross has the knowledge, skills, information management systems, trained personnel/volunteers, equipment, material, and procedures in place to act swiftly and effectively in disaster response. Special emphasis will be on ICRC/IFRC joint work in order to provide assistance for capacity building in disaster response mechanisms in complex contexts (social and natural phenomena).

Support will be provided to the Bolivian Red Cross in the development of response and contingency plans, in coordination with the Centre of Reference for Disaster Preparedness and PADRU. IFRC preparedness and planning methodologies will be applied and an integrated approach will be promoted for the inclusion of all programme areas.

During 2011, National Societies in disaster prone countries such as Bolivia will enhance early recovery capacities (through instruments and tools) to improve communities' self-reliance capacities to recover from the effects of vulnerabilities. The inclusion of early recovery in emergency operation plans will be promoted as a key element of comprehensive risk management. Early recovery will also be emphasized during the emergency response evaluations and recommendations will be included in the review of the 2012 Country Support Plan.

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

- By 2011, the Bolivian Red Cross Disaster Risk Management programme is in line with strategic plans and disaster risk management global frameworks, according to the priorities identified in the WPNS assessment and in coordination with the organizational development and programme areas.
- In 2011, the human talent management mechanisms of the Bolivian Red Cross include specific indicators to measure progress on volunteering in emergencies management.
- By the end of 2011, the Bolivian Red Cross has a national response plan including social and natural hazards and risks known and recognized by the local and national government.
- By the end of 2011, priorities for prepositioning of capacities and resources to reduce risks and respond to disasters in the National Society branch network are assessed.

Programme component 3: Disaster risk reduction coordination and advocacy

Component Outcome 1: The participation and coordination processes between the Bolivian 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 Bolivian Red Cross will be supported in its coordination with the government to promote disaster risk reduction at the community level. Strong working partnerships and alliances will be promoted with stakeholders, from communities to local and national governments, regional entities, non-governmental organizations and the private sector.

During 2011, the Centres of Reference, thematic holders and other initiatives that involve networking will be promoted to enhance Red Cross capacities at national and local levels. Increased exchanges and internships will be promoted, as well as best practices 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.

Specific support should be provided for the integration of DRM in the National Society communication strategy for education and awareness-raising.

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

- By 2011, the Bolivian Red Cross 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 2011, the Bolivian Red Cross participates in strengthened disaster risk management regional networking and the National Society disaster risk management focal points participate in Disaster Risk Management common scaling up processes.
- By 2011, the Bolivian Red Cross identifies at least one technical need to be solved through National Society-National Society exchanges or internships to increase Disaster Risk Management capacities and enhance networking.
- By the end of 2011, at least 50 volunteers and 100 children are reached through community education and awareness programmes.

b) Potential risks and challenges

- The country has a number of specificities in terms of emergencies, not only as a result of natural phenomena but also linked to social factors.
- There is a need to assess and scale up the capacities to cope with the increased occurrence of emergencies and disasters and their social consequences in complex territories such as the Chaco Boliviano, the Highlands mountain chain and tropical regions.
- It is essential to strengthen leadership, coordination capacities and provide support to branches.
- The Bolivian Red Cross faces a problem related to human resources. There is a high rotation of volunteers and there are few paid personnel, which hampers work and reduces the sustainability and quality of actions (as stated amongst the recommendations in the Study of the Americas, carried out by the Complutense University).

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.

Programme component 1: Public Health in the Community
Component Outcome 1: The Bolivian Red Cross has strengthened its management capacities and scaled up actions related to Community-Based Health and First Aid (CBHFA), Voluntary Non-Remunerated Blood Donation (VNRBD) and HIV within an integrated community health strategy.

The Bolivian Red Cross 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 Community-Based Health and First Aid (CBHFA) initiative has been integrated into health planning in order to support the traditional existing 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. CBHFA brigades will be helped to improve community health and thereby support community development processes.

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

- By the end of 2011, the National Society of Bolivia has developed an integrated Health programme which responds to its Strategic Plan focused on strengthening their territorial branch network.
- By the end of 2011, the National Society of Bolivia has applied the community-based health and first aid strategy.
- By the end of 2011, the National Society of Bolivia has promoted regular non-remunerated blood donation and healthy lifestyles amongst young people.

Programme component 2: Public Health in Emergencies

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

The Bolivian Red Cross has identified emerging and re-emerging diseases as growing challenges. These include vector-borne disease outbreaks such as dengue, malaria and yellow fever and water-borne diseases such as leptospirosis and diarrhoea. In recent years, these diseases have re-emerged, with increased morbidity and mortality rates and pose a serious public health threat in Bolivia. The National Society with its community outreach and auxiliary role to public authorities has an advantageous position to contribute to fighting the incidence of malaria, dengue fever, yellow fever, influenza and other diseases through community mobilization and training.

In the event of epidemics, the Regional Representation for the Andean countries will continue to support the Bolivian Red Cross with its awareness-raising and community mobilization actions. The National Society is applying the Epidemic Control Toolkit for Volunteers. These actions will increase the National Society's capacities to respond 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 has developed a communicable disease prevention proposal.
- By the end of 2011, the National Society has strengthened its capacities in psychosocial support and 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 lack of continuity in the health department representatives in the Bolivian Red Cross could delay the proposed actions with the National Society.

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 Bolivian Red Cross has attempted diverse changes at the organizational level with the aim of facing the diverse challenges in human development. However, there is still much to be done. The following outcomes reflect the medium term perspective towards which the National Society should be aiming towards and the indicators highlighted show how the Regional Representation will contribute to the achievement of these outcomes.

The organizational and development/ skill strengthening programme budget is 83,789 Swiss francs.

Programme component 1: National Society capacity development in organizational development.

Component Outcome 1: A renewed, representative and diverse leadership in Bolivian Red Cross.

Today, the Bolivian Red Cross has clear leadership that is committed to the current management. However, the functioning of the organization falls into few hands and participation mechanisms are still needed. In addition, the National Society faces a lack of leaders and there is a need for the renewal of governance structures and training for leaders. In this sense, the challenge is to strengthen the emergence of new leaders with a long-term strategic vision of the institutional functioning and of the kind of activities to carry out through increased efforts in capacity building and leadership training, which will be needed in the renovation processes that the National Society will face in the coming years.

This expected result aims to support and provide guidance to the Bolivian Red Cross in developing governance leadership in order to ensure a generational renewal process.

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

- By the end of 2011, the Bolivian Red Cross has implemented a leadership training process for governing boards within the Movement framework in at least 50 per cent of its branches.

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

In most National Societies of the region, including the Bolivian Red Cross, difficulties still exist with volunteering. While there is little reform and increase in numbers, volunteer management maintains a rigid system or there is no system in place. This limits growth in numbers and diversity, making the Red Cross unattractive to new volunteers. Other problems identified are that National Societies are not able to retain volunteers or apply best practices to ensure their recognition. On the other hand, there is a lack of understanding of the type volunteering needed to meet the commitments the National Societies have made in the Inter-American Plan.

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 Bolivian Red Cross has aligned its national volunteering policy within the framework of the Global Volunteering Policy.
- By the end of 2011, the Bolivian Red Cross has implemented innovative ways to recruit and retain young volunteers.

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

The approval of the revised statutes took place at the beginning of 2010; implementation will guarantee effective renewal within governing bodies and an increased separation between governance and management. At the same time, the National Society faces the risk of fragmentation due to the decentralization process that is underway. In many National Societies, crises have caused serious problems in terms of integrity, unity and image and have shown that if the renewal of Statutes is on many occasions a necessary condition to overcome these situations, it is not sufficient in itself.

This result aims to protect the integrity of Bolivian Red Cross. This period will focus on essential actions such as promoting, supporting and providing guidance to the National Society in implementing their Statutes in order to ensure members are 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 Bolivian Red Cross has implemented its statutes in at least 70 per cent of branches.
- By the end of 2011, the Bolivian Red Cross has managed integrity risks appropriately.

Component outcome 5: A standard planning, monitoring and evaluation system is in place in the Bolivian Red Cross.

There have been advances in 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 management system.

Despite its strategic development plan, the National Society faces serious problems related to the growth of the organization, where the focus of attention is still placed on increasing the number of projects and in capturing more funds. The emphasis continues on the development and implementation of concrete projects, leaving to one side the long term strategic vision. However, the National Society is making progress in the effectiveness of monitoring and evaluation mechanisms.

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 will be based on a common system that takes into account PME tools tailor-made for the 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 Bolivian Red Cross branches have developed operational plans which are harmonized with the strategic plan.
- By the end of 2011, at least 80 per cent of branches have implemented an accounting management system.

b) Potential risks and challenges

- The need to strengthen leadership capacities remains. The renovation and incorporation of new leaders in National Societies is still a challenge at this stage.
- While integrity risks are present in the region, the organizational development plan will contribute to the mitigation of these risks through close monitoring and support to National Societies in the implementation of statutes and electoral processes.

Role of the secretariat

The role of the secretariat in Bolivia and in the Andean Region is to focus on providing membership services to the Bolivian Red Cross, as established in Article 5 of the Statutes.

The range of **membership services** are detailed in the coordination and cooperation tool which is the **country support plan**. The Regional Representation for the Andean countries' plan is in line with the Bolivian Red Cross's country planning. This alignment of planning processes allows the IFRC to agree on key cooperation issues with the National Society, and to help building and strengthening programme services.

a) Technical programme support

Support provided to the Bolivian Red Cross will be centred on capacity building. This support contributes to ensuring that programmes and activities are in accordance with S2020, the Inter-American Plan, the National Society strategic plan, as well as with IFRC's guidelines 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. The essential programme areas are defined in

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

b) Partnership development and coordination

In 2011, responding 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.

Secretariat cooperation and coordination in Bolivia 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, the ICRC, and the IFRC.
- 2) Improving the National Society's participation in regional coordination mechanisms, such as Centres of Reference and networks.
- 3) Sharing relevant information and supporting the National Society's participation in the IFRC's governing bodies.
- 4) Facilitating the National Society's development of integrity mechanisms.

c) Representation and advocacy

Starting with the initial steps leading to its creation in 2003, 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 member countries of Bolivia, Colombia, Ecuador and Peru. The IFRC's work in this area prioritizes the improvement of the National Society's participation in CAPRADE. The Regional Representation will also support the State's incorporation of International Disaster Response Law (IDRL) within the country.

Quality, accountability and learning

There continues to be a need to improve the quality of secretariat services provided to member National Societies in the Americas. In order to achieve this, it will be necessary to identify each and every one of the processes that has provided added value in the Regional Representation, define 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.

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	

For further information specifically related to this plan, please contact:

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MAABO001 - Bolivia

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	120,000		51,000			171.000
General Expenditure	3,286		18,347			21.633
Depreciation						
Contributions & Transfers						
Programme & Service Support	9,226		5,114			14.340
Services	12,406		9,328			21.734
Contingency						
Total Budget 2011	151,171		83,789			234,959