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# Long Term Planning Framework Venezuelan Red Cross 2014-2015

 International Federation  
of Red Cross and Red Crescent Societies

**Version 2**  
**16 January 2014**

**Venezuelan Red Cross  
volunteers encourage  
voluntary non-  
remunerated blood  
donation. Source:  
Venezuelan Red Cross.**



## **1. Who are we?**

As part of the Americas zone of the International Federation of Red Cross and Red Crescent Societies (IFRC), the Regional Representation for the Andean countries, located in Lima- Peru, is composed of a regional representative, an executive assistant, and a country support plan coordinator for Venezuela. Additionally, the following positions, which support the ten South American National Societies, are based in this representation office: an integrated programme coordinator, a planning and reporting officer, and a finance and administrative team composed of an analyst, an officer and an assistant. Additionally, the Pan-American Disaster Response Unit (PADRU) regional disaster management coordinator for South America additionally based in this representation. The aforementioned team complements its work in cooperation with other programmes and employing services provided by the zone office in Panama.

The Venezuelan Red Cross (VRC) has its national headquarters in Caracas, 23 state branches, 1 federal district branch and 4 sub-local branches that carry out activities with more than 2,900 volunteers. The National Society has recently created a strategic plan that covers the 2013-2016 period, which is the basis for this long-term planning framework. The VRC focuses on three central objectives: save lives through integrated risk management; enable healthy and safe living; and promote social inclusion and a culture of non-violence and peace.

## 2. Who are our stakeholders?

The National Society's primary and permanent partners are the International Committee of the Red Cross (ICRC) and the Federation secretariat. In recent years, the VRC has worked together with state institutions on specific actions: the Ministry of Health on health-related activities; the Ministry of Social Development on violence prevention; and Civil Protection (PC) on disaster response.

While the VRC currently does not maintain relations with participating National Societies, it is committed to expanding and deepening its alliances within the International Movement, as well as identifying partnerships with public and private actors at the national and international levels.

Partners	Readiness for Response	Community- Based DRM	CBHFA	Health Emergency	Management/ Administration	Volunteering/ Youth	Violence Prevention
<b>International Movement partners:</b>							
ICRC	✓		✓	✓			✓
IFRC	✓	✓	✓	✓	✓	✓	✓

## 3. Where have we come from and what have we done so far?

### Country Context

The Bolivarian Republic of Venezuela, with a territory of 912,050 square kilometres is bordered by Brazil, Colombia and Guyana. Venezuela is a federal republic with a National Assembly, whose members are elected for five-year terms. The current president took office in March 2013 for a six-year term. The next national presidential and legislative elections are projected to be held in October 2018. The country is divided into 23 political-administrative states, one capital district and one federal dependency. Its population of approximately 28.5 million people is primarily composed of mestizos, Afro-descendants, and people of European origin. Over 93 per cent of the population lives in urban areas. The country has 2.84 per cent of arable land and the 0.71 per cent of land with permanent crops.

Thanks to an increase in oil prices in international markets and the momentum generated by the government's macroeconomic policy, poverty has decreased 30 per cent since 2003. The growth phase permitted a significant increase in public investment and social spending in the public sector, including the contribution from the state-owned oil and gas company PDVSA to social programmes and the National Development Fund (FONDEN), which were created with the dual purpose of financing public investment from windfall oil revenues and saving part of the surplus resources for stabilization purposes. The World Bank considers Venezuela an upper middle income country and its 2011 figures report 25.4 per cent of its population live in poverty. In 2010, the country's Gini inequality index was 39 (with 0 representing complete economic equality between its citizens).

The maternal mortality rate is 92 (per 100,000 live births) and the infant mortality rate is 19.75 (per 1,000 live births). The general life expectancy is 74.2 years, with the women outliving men by over six years (77.5 years for women and 71.12 for men). Illnesses in the country include bacterial diarrhoea, vector-borne diseases such as dengue and yellow fever. Other health hazards include the increase of urban violence that particularly affects youth and adolescents; the political polarization of society; poor educational indicators; and the incidence of HIV and AIDS.

Venezuela is exposed to earthquakes, floods, tropical storms and droughts, with major urban centres located in areas highly vulnerable to these phenomena. Climate change, especially related to the frequency and intensity of rainfall and droughts could increase the incidence, effects and the extent of disasters in the future associated with natural hazards. The adoption and entry into force of the new *Integrated Risk Management Law* is essential to reduce the conditions of vulnerability to natural hazards. This new legal framework addresses risk comprehensively, including not only traditional components of action such as response and the preparedness but also prevention and mitigation. This approach focuses on better planning to avoid disasters instead of post facto humanitarian response and facilitates the VRC being positioned as a key national actor in this area.

### **National Society background**

The recently created Strategic Plan 2013–2016 is in line with *Strategy 2020* and Inter-American Framework for Action 2012-2016. The VRC focuses on three central objectives: save lives through integrated risk management; enable healthy and safe living; and promote social inclusion and a culture of non-violence and peace. Three internal objectives have also been included in the plan for its further strengthening.

The Venezuelan Red Cross is undergoing a process of modernization, development and strengthening. Its work is primarily focused on the need to consolidate an operational shift from welfare actions and reactive attitudes, towards an approach that will foment community development promotion and be proactive in the context of the current trends and challenges adopted by the IFRC in its *Strategy 2020* and the National Societies in the Inter-American Framework for Action. The secretariat will work with the VRC to strengthen, recognize and improve the dissemination, impact and relevance of the National Society at the domestic level. Whilst the National Society has developed strengthening initiatives with a more integrated and promotional approach at the branch level, the country support coordinator accompanies the National Society with the objective that proposals included operational elements that homogenize and harmonize actions and strategies throughout its territorial structure. For this, the regional representation has considered it necessary to strengthen both the headquarters and weaker branches to bring coherence and to give consistency to the entire National Society through a balanced model between headquarters and regional offices.

In recognition of this challenge, the Venezuelan Red Cross, with secretariat support, has taken steps in its three-stage development and modernization process. This process initiated with a strategy that reflects the change of direction and programmatic, functional and regulatory mechanisms required for an efficient and effective implementation. In November 2012, the National Society organized a modernization workshop that resulted in a strategic and situational diagnosis of the VRC and a matrix of corporate goals for 2013-2014. This diagnosis identified a route for institutional development that contains a projection of the products that will contribute to the continuity of the institutional development. In late 2013, the VRC National Committee approved the new Strategic Plan for 2013- 2016 and confirmed the road map and objectives for a renewed and more modern National Society.

## **4. Americas Zone Mission**

The mission of the Americas Zone is to support Americas National Societies to increase humanitarian and development standards, helping them to remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020* and the Inter-American Framework for Action 2012-2016.

## **5. National Society Mission**

The Venezuelan Red Cross is a humanitarian non-profit, voluntary organization that is part of the International Federation of Red Cross and Red Crescent Societies. Committed to providing aid at all times and in all locations, it promotes the well-being of communities to make them less vulnerable. Its actions are based on the Fundamental Principles: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality and its humanitarian values, mobilizing human capital with efficiency, mystique and quality.

## **6. Where are we going and how are we going to get there?**

The secretariat is transitioning from area programmes towards a capacity building approach that simultaneously aims for greater programmatic integration. The Americas Zone will make every effort for National Society partners to participate in a coordinated structure and environment. Thus, as part of its coordinating role, the secretariat will support the Venezuelan Red Cross to explore productive and creative partnerships that contribute to its development and particular needs. Alliances will be created within the Movement, as well as with governments, international organizations, nongovernmental organizations (NGOs), and the business and academic sectors to strengthen these objectives. A future cooperation and coordination framework agreement between the VRC, the International Committee of the Red Cross, and the International Federation will articulate this collaboration and integrate all the Movement members present in the country.

This Long Term Planning Framework for the Venezuelan Red Cross covers the period 2014-2015 and will end concurrently with the current Americas Zone Long Term Planning Framework. This framework is the secretariat's guideline of how it will support to the National Society so it can recover its institutional capacity to provide quality services for those people who live in situations of vulnerability, poverty and exclusion. This plan includes the development of knowledge and the necessary skills for helping the VRC to orientate its institutional capacities towards high-quality, efficient and effective management, according to that established in the International Federation's Building Strong National Societies<sup>1</sup> framework and principles and harmonized with *Strategy 2020*. Thus, the VRC will achieve in its long-term objective to be a proactive and influential actor in Venezuela, providing relevant and effective services to those in need. This plan requires the joint and coordinated support of the secretariat in the Americas Zone, helping the VRC *to do more, better and reach further*.

Based on these contextual elements, in 2014-2015 the International Federation secretariat will build on its supportive actions and technical accompaniment provided to the National Society in the past. The current plan, which is integrated into the aforementioned framework agreement, focuses on two interconnected components. The first addresses the strengthening of the VRC organizational development process to improve the management, planning and administrative-financial systems; resource mobilization capacities; and volunteer strengthening. The second entails the development of innovative community-based initiatives in resilience management and community health-- which build upon the VRC's capacity experience and leadership in urban and rural risk and settings and climate change-- to promote regional-level discussions and knowledge sharing.

The Regional Representation for Andean countries and the Americas Zone will provide technical support in the International Federation's five global business lines of: humanitarian standards;

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<sup>1</sup> Approved by the Governing Board of the IFRC during its 23rd meeting, held in Geneva, Switzerland, 13-15 April 2011.

disaster and crisis management; sustainable development; humanitarian diplomacy; and effective joint working and accountability. Special focus will be given to supporting the National Society incorporate the external trends of migration and violence prevention, training human resources, particularly youth, on different topics (disaster and crisis response, project/ programming planning, among others), facilitating non-material resources for the strengthening of leadership and management skills, and creating plans for updated volunteer management. The secretariat additionally will facilitate the participation of the National Society in the regional DIPECHO-funded project on knowledge-management to improve decision making process for local risk reduction and resilience.

The secretariat will support the VRC in the development of its capacities to ensure its stability, consistency and efficiency in the continually evolving national, regional and international contexts and to improve its response and services for its target population of people living in situations of vulnerability in the urban, semi-urban and rural areas. Based on the aforementioned VRC<sup>2</sup> national modernization workshop (resulting in its Strategic Framework and the Declaration of Caracas), the Regional Representation for the Andean countries has identified priority areas for support to the National Society, which entails the implementation of an approach that concurrently strengthens national headquarters and the branch network with basic services and organizational development programmes. The ICRC and the International Federation will continue their support for the VRC's modernization and strengthening of its volunteer services.

This long term planning framework for the Venezuelan Red Cross should be read in conjunction with the 2012-2015 Americas Long Term Planning Framework, which is the zone plan that outlines the strategy for the International Federation in the Americas. This strategy seeks to improve leadership in National Societies and promote the recognition of the Red Cross as an inspiring humanitarian organization in its auxiliary role to the government. It also seeks to position the Red Cross network and prepare it to respond to: 1) the humanitarian implications that are related to the external trends, progress and challenges; 2) fundamental changes in the nature and structure of the humanitarian community; and 3) internal pressures and challenges. This strategy takes shape and expresses itself through the country focus that is outlined in the country support plan, which has the Zone Plan and the National Society Strategic Plan as reference frameworks.

The current document is an expression of the country plan and defines the following elements:

1. The way in which the Federation secretariat will support the fulfilment of the objectives of the National Society's Strategic Plan in line with the established priorities and needs agreed upon by both institutions.
2. The way in which the secretariat, as indicated in the zone plan, will contribute at the national level to the implementation of the General Assembly resolutions, the decisions by the Federation Governing Board, resolutions, agreements and plans resulting from the Inter-American Conference and finally the General Secretary's objectives.
3. The way in which the National Society commits, in line with its experience and capacity, to supporting and contributing to the development of other National Societies in the region and to leading processes and specific thematic areas.

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<sup>2</sup> Workshop organized in Caracas, Venezuela, 29-30 November and 1 December 2012.

The Americas Zone will apply a complementary approach to strengthening National Society headquarters and state branch and sub-branch networks, while fostering greater specialization within key programme areas. This strategy introduces thematic focus areas for integrated programming, as well as strategic support areas that will contribute towards modernization of National Societies in their way of operating. The Americas Zone has identified urban risk, migration, violence and climate change as core external trends (Annex 1). Concurrently, in order to respond to external trends, National Societies need to update and modernize their way of operating by addressing internal pressures related to the areas of National Society leadership, integrity, accountability, performance, volunteers and resource mobilization (Annex 2).

The following section detailing the five business lines summarizes the areas of activities, existing links to the National Society's strategic plan, and the areas where the Federation Secretariat will support the Venezuelan Red Cross.

### **Business Line I: HUMANITARIAN STANDARDS**

#### **Areas of Concentration**

*Principles and values; humanitarian trends.*

#### **National Society Approach**

The secretariat will assist the VRC to better position itself as part of the National Risk Management System. With regional representation support, the VRC will continue its active participation in the process of implementing the rules for effective and efficient action capacity and coordination with the national system.

#### **Outputs and Outcomes**

The secretariat will continue its efforts to ensure that the VRC employs Federation-standard instruments such as the Federation-wide Databank and Reporting System, as well as continuing with the Organizational Capacity Assessment and Certification (OCAC) process that has been started. The secretariat will also provide technical support to teach and implement the learning platform, aiming to reach 50 per cent of VRC volunteers in 2014-2015.

<b>Outcome 1.1.:</b> The Venezuelan Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.
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<b>Output 1.1.1.:</b> Humanitarian access is addressed through learning and action.
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<b>Output 1.1.2.:</b> External trends are better understood and promoted within the National Society.
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<b>Outcome 1.2.:</b> A collective understanding of the capacities, resources and services of the National Society has improved.
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<b>Output 1.2.1.:</b> Federation-wide Databank and Reporting System is established in the National Society.
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<b>Outcome 1.3.:</b> VRC assess its own capacity and performance to provide better services.
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<b>Output 1.3.1.:</b> Organisational and Capacity Assessment and Certification (OCAC) process established.
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<b>Outcome 1.4.:</b> The professional qualifications and competencies of VRC volunteers and staff are strengthened, enabling the National Society to take the lead in addressing new risks and vulnerabilities.
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<b>Output 1.4.1.:</b> Educational and knowledge-sharing platforms are mainstreamed in the National
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Society, increasing the learning opportunities for staff and volunteers.
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## **Business Line II: DISASTER MANAGEMENT AND CRISIS**

### **Areas of Concentration**

*Preparation for disaster and crises; disaster response and recovery; relief; health in emergencies; psychosocial support; water and sanitation; food security; livelihoods; volunteering in emergencies; coordination with external actors*

### **National Society approach**

The VRC, with secretariat support, will strengthen its community-based tools and logistics capacities to better respond to crises and effectively and efficiently manage disasters. The secretariat's regional logistics unit will train the VRC's human resources in standard Federation logistics capacities, including the pre-positioning of relief items. Additionally, the secretariat will provide institutional support so the VRC can increase its coordination efforts with military forces and the private sector to ensure humanitarian access. The disaster and crisis response system will be strengthened through simulation exercises and workshops. The VRC will incorporate SMS technology in its damage and needs assessments in emergency operations. At the branch level, select branches will start to evaluate their emergency response and the practices with volunteers during emergencies.

### **Outputs and Outcomes**

The secretariat aims to support the VRC, particularly its branch network, in its ability to support communities affected by disasters and crisis. With secretariat support, the VRC will better employ community-based tools and methodologies for response and recovery that incorporate key humanitarian trends. The work with branches will also include the establishment of contingency plans. In 2014-2015, attention will also be given to strengthening the VRC's logistics capacity through the establishment of an evaluation framework to measure effectiveness, as well as efficient reporting of the number of households that receive humanitarian relief items. The disaster and crisis management system, with secretariat assistance, will be strengthened and particularly at a branch level. This includes VRC branches evaluating their emergency response and volunteering in emergency practices.

<b>Outcome 2.1.:</b> The Venezuelan Red Cross, through its network of branches, adopt integrated sectorial approaches that strengthen essential VRC preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.
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<b>Output 2.1.1.:</b> Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management.
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<b>Output 2.1.2.:</b> Support the development and measurement of National Society logistics capacity to help its strengthening and articulate the global capacity and effectiveness of Federation logistics.
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<b>Output 2.1.3.:</b> Increase the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation.
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<b>Outcome 2.2.:</b> An efficient and effective national VRC disaster and crisis management system in Venezuela.
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<b>Output 2.2.1.:</b> Humanitarian access is ensured as part of readiness for response and early action
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within a context of greater coordination, including increased activity by military forces and corporate interests.

**Output 2.2.2.:** The disaster and crisis response system in Venezuela will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the VRC network.

### **Business Line III: SUSTAINABLE DEVELOPMENT**

#### **Areas of Concentration**

*Development of National Societies and resilient communities; health; disaster risk management; volunteering; youth; food security; water and sanitation; road safety; marginal populations*

#### **National Society approach**

The VRC, with secretariat support, will expand its community-based actions building upon its high-quality and training of its human resources. The secretariat has identified key areas where it can provide assistance to the VRC as part its technical support to disseminate its new strategic plan that recognizes and emphasises community-based actions. The secretariat, through its country support delegate and the Americas Zone, will contribute to this goal.

The VRC will strengthen its human resources to improve its integrated programme delivery at the national headquarters as well as throughout the branch network. Understanding that the International Movement's humanitarian mandate specifically focuses on vulnerable peoples, the International Committee of the Red Cross and the International Federation secretariat will work with the National Society to improve its accountability via effective and clear communication to the people it aims to reach.

The VRC is committed to a community-based development programme, which is implemented through the "friendly neighbourhoods" project and the Youth as Agents of Behavioural Change initiative. In 2014- 2015, the National Society, with secretariat support, will implement key humanitarian trends in its community-based programmes to work with migrant populations, promote a culture of non-violence and peace, and foster social inclusion and self-protection methodologies. The National Society will additionally be supported to participate and promote national platforms, participate in multi-stakeholder events, and establish coordination agreements with local government institutions. The country support coordinator will train VRC staff in the International Federation's project/ programme planning (PPP) methodologies.

With regards to organizational development, the secretariat will work with the VRC to develop a volunteering policy, including health insurance for their use when engaged in National Society-sponsored actions. Particular focus will be placed on youth volunteers by offering training opportunities and a youth camp to develop their leadership skills. Additionally, institutional support will be provided for the National Directorate meetings planned for 2014 and 2015, training in PPP methodology in 2014.

#### **Outputs and Outcomes**

The indicators reflect the secretariat's specific areas of support to the National Society in favour of their actions to respond to vulnerabilities, particularly those created by current risks due to economic, social and demographic transformations. Due to the regional geopolitical challenges and domestic issues, the VRC has prioritised work on migrant populations, self-protection, and fostering a culture of nonviolence and peace. Given the ongoing effort by the National Society to better organize its actions to reflect the needs of the most vulnerable people, the secretariat will work side-

by-side with the VRC to incorporate increase integrated community-based programming, which is based on efficient and appropriate communication with target stakeholders. The secretariat will coordinate with the National Society to foster VRC youth knowledge and taking on new leadership responsibilities.

**Outcome 3.1.:** The Venezuelan Red Cross, through its network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of development.

**Output 3.1.1.:** National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery.

**Output 3.1.2.:** The National Society actively uses beneficiary communications to increase beneficiary accountability under out humanitarian mandate.

**Output 3.1.3.:** The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming.

**Outcome 3.2.:** The VRC, through its network of branches, has enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socioeconomic conditions.

**Output 3.2.1.:** The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into a community-based development programme.

**Outcome 3.3.:** The VRC has forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner.

**Output 3.3.1.:** VRC leadership is recognized by government and other key stakeholders.

**Output 3.3.2.:** National Society leadership and managerial skills are improved.

**Output 3.3.3.:** VRC leadership is regularly updated on key humanitarian and development issues.

**Output 3.3.4.:** The VRC will work towards a transition in National Society leadership at all levels, seeking better diversity and representation in their membership.

**Outcome 3.4.:** Volunteers of the National Society, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access.

**Output 3.4.1.:** The National Society has improved its voluntary service, formalizing the status, rights and duties of volunteers within its statutes and constitutions, and strengthening and diversifying its volunteer base.

**Outcome 3.5.:** Youth, as agents for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.

**Output 3.5.1.:** VRC Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the National Society network.

## **Business Line IV: HUMANITARIAN DIPLOMACY**

### **Areas of Concentration**

*Communications (positioning and working through Red Cross networks); resource mobilization; humanitarian affairs and partnerships; IDRL; humanitarian access.*

### **National Society approach**

The National Society maintains a positive image and high level of visibility in Venezuela. However, the VRC will develop a communication system and a specific media strategy to disseminate its

message and amplify its institutional image through social media and other means. Institutional support will be provided so that the VRC can be better viewed as an expert on humanitarian issues as well as an auxiliary to the State in humanitarian issues. The secretariat will promote the VRC's participation in inter-agency and inter-governmental bodies and fora. The National Society will receive technical and institutional support to use social media to transmit its actions, including the launch of the World Disaster Report.

The VRC currently does not have a specific income-generation strategy. It is necessary to explore new methods for fundraising and diversification of its financial base via State support, international cooperation, and the Venezuelan private sector through corporate social responsibility initiatives.

### **Outputs and Outcomes**

The secretariat will work together with the National Society to strengthen its humanitarian diplomacy efforts. As the VRC has identified the need to strengthen its use of social media to disseminate information about its mandate and actions, the secretariat provide technical support to increase the types of social media and the quantity of people reached. Additionally, in the aim to raise its profile as a humanitarian auxiliary to the government, the country support delegate will assist the VRC to identified possibilities for shared initiatives with public, private and academic actors to reduce vulnerability in the country. As the National Society has not actively engaged in resource mobilization in recent years, the secretariat will encourage systematic and transparent resource management actions that contribute to this end.

<p><b>Outcome 4.1.:</b> National Society leadership capacities are enhanced to use its auxiliary role to influence public policies and ensure they are seen as a credible and preferred source of information on humanitarian issues by the general public, media and other actors.</p>
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<p><b>Output 4.1.2.:</b> The secretariat and the National Society actively use social network capacities.</p>
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<p><b>Outcome 4.2.:</b> Strong links are fostered with governments, the public (including especially opinion leaders), academia, private sector, and other partners of the Red Cross who work and local and national levels, in representation in key forum to address humanitarian challenges and trends.</p>
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<p><b>Output 4.2.1.:</b> The Venezuelan Red Cross has a higher profile as auxiliary to government.</p>
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<p><b>Outcome 4.3.:</b> VRC and donors invest in increasing financial and human resources to improve the National Society's ability to deliver services and programmes.</p>
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<p><b>Output 4.3.1.:</b> Resource mobilisation and accountability capacities of the National Society are enhanced to attract more reliable contributions to the VRC in an effort to ensure a higher level of sustainability.</p>
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## **Business Line V: EFFICIENT JOINT WORK AND ACCOUNTABILITY**

### **Areas of Concentration**

*Administrative support; development of financial systems; Movement cooperation.*

### **National Society approach**

One of the main objectives is the improvement and modernization of the VRC's processes (administrative, financial and accounting) for a timely, efficient and high-quality of accountability, complemented by (strategic, programmatic and operational) planning, monitoring and evaluation processes of the Venezuelan Red Cross headquarters and branches to align with International Federation standards. One of the main aspects of secretariat support to the National Society will be

the dissemination and implementation of the new strategic plan. Additionally, during 2014-2015 the secretariat will monitor its progress in keeping with the Inter-American Framework for Action.

During this period, efforts will be focused on guaranteeing that the Americas Zone Office serves as a useful support unit to overcome some of the National Society's on-going challenges, including the implementation and dissemination at the branch level of key International Federation policies and requirements. The secretariat will support the VRC to improve its planning, monitoring, evaluation and reporting (PMER) systems. The secretariat will work with the National Society to further expand the skills of its staff, leadership and volunteers.

### **Outputs and Outcomes**

In this two-year period, the secretariat will continue to disseminate the adequate information to the National Society so it can better implement International Federation standards and strategies. These outputs directly respond to the current VRC needs as assessed by the National Society itself and the country support delegate. Secretariat actions will be focused on the sharing of information so the National Society can align its actions with the Inter-American Framework for Action, as well as implement administrative, financial and accounting standards and take advantage of the opportunities to increase the knowledge of volunteers, staff and leadership in this area.

<b>Outcome 5.1.:</b> The National Society has strengthened relationships, common aims and improves access to knowledge and shared learning.
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<b>Output 5.1.1.:</b> The secretariat facilitates greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning for the VRC.
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<b>Output 5.1.2.:</b> The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes.
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<b>Outcome 5.2.:</b> The IFRC Framework for Evaluation is upheld for all secretariat funded programmes and activities.
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<b>Output 5.2.1:</b> The IFRC Framework for Evaluation is applied to all evaluations carried out in the National Society.
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<b>Outcome 5.3.:</b> International Federation policies and best practices on support services are increasingly adopted and implemented by the VRC.
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<b>Output 5.3.1:</b> International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability) are disseminated in the Venezuelan Red Cross.
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<b>Output 5.3.2.:</b> Americas Zone Office is seen as a well-functioning support unit by the VRC.
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## **7. What are some of the key risks/ assumptions?**

For the success of this plan, it is an essential that a responsible and committed national leadership receives the appropriate support from the IFRC and the VRC governance and management bodies.

The socio-political and economic situation combined with the security issues and human talent drain are among the most relevant external risks and challenges. The most significant challenge will be to involve and coordinate the development and strengthening process of the auxiliary role of the VRC with public and private institutions, governmental and non-governmental organizations.

Another risk are emerging challenges due domestic market difficulties, thus potentially undermining the possibility for development cooperation in the country.

## 8. Promoting Diversity

The VRC's institutional mandate enables the National Society to implement humanitarian work for people and communities living in poverty, exclusion and risk, which are conditions that increase their vulnerability during emergencies and disasters. When this happens, the VRC intervenes through its programmes and projects helping reduce risk, increasing resilience, empowering and improving people lives. The VRC approach is holistic and inclusive; it will incorporate aspects such as gender, anti-discrimination, multiculturalism, rights and social inclusion. The VRC helps people to effectively recover through emergency responses, disaster and community health interventions, by providing them with humanitarian aid to ensure their survival, and supporting reconstruction and development of communities.

## 9. How much will it cost?

In order to implement the planning framework for 2014-2015, the National Society and the IFRC have established a detailed budget with different objectives and covering distinct business lines. Annex 3 provides further details on the outlook of funding.

## 10. Results Matrix

Annex 4 provides include a Results Matrix comprised of the plan's objectives and indicators, which will be used to monitor progress and targets in this period.

### How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to 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.

[www.ifrc.org](http://www.ifrc.org) Salvar vidas,  
cambiar mentalidades.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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## Annex 1

### EXTERNAL TRENDS

**URBAN RISK:** Latin America and the Caribbean will be 82 percent urban in 2020. Poorly regulated land use dominates in most of the Latin American countries. Poverty, inequality, political instability and lack of access to agricultural land are all factors contributing to this change. Consequently, this change is creating new vulnerabilities trends such as urban violence, traffic accidents and a variety of environmental problems including low level of sanitation, pollution of rivers and streams, and deforestation.<sup>3</sup>

**VIOLENCE:** The Pan American Health Organization considers violence in Latin America as "the social pandemic of the XXI century". Inequality and social exclusion are considered major causes of violence in Latin America and the Caribbean. Residents in excluded communities cannot rely on those institutions designed to protect them, and violence becomes one of the few options for seeking justice, security and economic growth<sup>6</sup>.

**MIGRATION:** 27 percent of migrants in the world have the American continent as their home<sup>4</sup>. According to the World Migration Organization, issues such as natural disasters and climate change contribute to increased population movement; one of five migrants is a child or adolescent<sup>5</sup>. Migrants that focus on settle down elsewhere are often subject to discrimination and suffer a lack of access to social services. It is also important to consider the impact of migrants in their communities of origin as well as host communities.

**CLIMATE CHANGE:** The climate change trends continue to have an impact in Latin America and the Caribbean, raising issues such as environmental degradation, migration pressures, food security, livelihoods and conflicts over natural resources, particularly water, and increased frequency and intensity in disasters and crises.

<sup>3</sup> Environmental Implications of Peri-urban Sprawl and the Urbanization of Secondary Cities in Latin America. Haroldo da Gama Torres; Inter-American Development Bank; Technical Notes No. IDB-TN-237.

<sup>4</sup> UN DESA, Population Division (2009). *Trends in International Migrant Stock: The 2008 Revision* (United Nations database, POP/DB/MIG/Stock/Rev.2008); IOM, *World Migration Report 2010*

<sup>5</sup> UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010

<sup>6</sup> Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007

## Annex 2

### INTERNAL PRESSURES

**Leadership** is recognized by government authorities, civil society, the private sector and the Red Cross as a result of evidence-based information, identifying National Societies as relevant actors to seek solutions to vulnerabilities and needs. Leadership guides, influences and ensures a better understanding of the issues affecting to the neediest people, while allowing make relevant decisions. Therefore, focuses its attention to the needs and vulnerabilities of communities and other related factors. In addition, leaders must ensure that the National Society assumes an auxiliary role to the government and makes a difference between government and management.

**Integrity** Some National Societies requires support on their internal systems to ensure that activities are being carried out transparently and according to the IFRC standards and procedures. This requires capabilities to develop early actions to anticipate external factors that could put in danger the image and identity of the Red Cross.

**Accountability** Implies conformity with secretariat policies and procedures as well as working with its Fundamental Principles and Values, establishing and ensuring the IFRC standards to become a model to follow. It also relates to a meaningful participation by beneficiaries, effective and efficient use of resources, and transparent reporting, monitoring and evaluation practices.

**Performance** Strengthening National Societies capacities in the areas of Administration, Finance, Planning, Monitoring and Evaluation, Human Resources, Information Systems, Resource Mobilization and Logistics (especially on procurement aspects) has to take into account that National Societies in the region are in different stages of development and therefore each one requires different levels of support. This allows the International Federation to promote peer support and horizontal cooperation.

**Volunteering** It takes a strong commitment to support National Societies to increase and prioritize their volunteering development efforts. By increasing the participation of volunteers in the decision-making processes of their National Societies and institutional life, volunteers will be more involved.

**Resources Mobilization** Most National Societies are working in middle-income countries, and as such they receive fewer benefits from international cooperation, which tends to focus on low-income countries. However, those NS work in complex contexts that require attention to find new ways to mobilize resources. National Societies should reduce its financial dependence on external donors and develop funding to ensure that they will always be active in their own country. This way they will act independently of donors' pressures and interests.

## Annex 3

IFRC Secretariat

Business group/unit: **Venezuelan Red Cross**

Long-term Planning Framework 2012-2015

Four-year outlook of funding required (all amounts in CHF)

	Business Line	Sub-sector code	Sub-sector	2012 *	2013*	2014	2015
1	Raise humanitarian standards	1NSPD	National Society performance development	N/A	N/A	6,000	
		1NSLK	Learning and knowledge development				
2	Grow RC/RC services for vulnerable people	2DMDM	Disaster management	N/A	N/A	2,000	2,000
		2DMDR	Disaster response				
		2DMEP	Emergency preparedness				
		2DMFS	Food security				
		2DMIL	International Disaster Response Law				
		2DMLG	Logistics				
		2DMRC	Recovery				
2DMSS	Shelter						
3	Strengthen RC/RC contribution to development	3DMRR	Disaster risk reduction	N/A	N/A		
		3HSBD	Voluntary non-remunerated blood donation				
		3HSFA	Community-based health and first aid				
		3HSHA	HIV and AIDS				
		3HSHL	Health			2,000	2,000
		3HSIP	Avian and human influenza pandemic				
		3HSMA	Malaria				
3HSMC	Maternal, newborn and child health						

		3HSNT	Nutrition				
		3HSPM	Measles and polio				
		3HSPS	Psychosocial support			2,000	
		3HSRS	Road safety				
		3HSSS	Social services				
		3HSTB	Tuberculosis				
		3HSWS	Water and sanitation				
		3NSBD	National Society branch development				
		3NSFD	National Society financial development				
		3NSFS	National Society financial sustainability				
		3NSLD	National Society leadership development			2,000	
		3NSOD	Organizational development			170,000	170,000
		3NSVD	Volunteering development			2,000	2,000
		3NSYD	Youth development			4,000	2,000
3PVMG	Migration	2,000	2,000				
<b>4</b>	<b>Heighten influence and support for RC/RC work</b>	4COCO	Communications	N/A	N/A		
		4COIR	International relations				
		4CORM	Resource mobilisation			2,000	
		4PVAD	Anti-discrimination				
		4PVGD	Gender				
		4PVPV	Humanitarian principles and values			2,000	2,000
		4PVVP	Violence prevention and reduction			6,000	
<b>5</b>	<b>Joint working and accountability</b>	5COAD	Administration	N/A	N/A		
		5COAR	Audit and risk management				
		5COCC	Cooperation and coordination				
		5COFM	Finance management				
		5COGM	General management				
		5COGV	Governance				
		5COHR	Human resources				

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		5COIT	Information technology				
		5COLS	Legal services				
		5COPM	Planning, monitoring and evaluation				
		5COSC	Security				
		5NSIC	ICT Capacity Building				
			<b>TOTAL</b>	N/A	N/A	<b>202,000</b>	<b>182,000</b>

\*For 2012 and 2013, a consolidated outlook for funding was developed for the Americas Zone per Business Lines, therefore, no disaggregated outlook for funding figures are available per country LTPFs for 2012 and 2013.

## Annex 4

## Results Matrix

<b>Business Line 1: Raise humanitarian standards</b>					
<b>Outcome:</b> Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.					
Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets
1.1. A contemporary interpretation of the Fundamental Principles consistently demonstrated through action by all Movement partners.	Outcome 1.1.: The Venezuelan Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.	Output 1.1.1.: Humanitarian access is addressed through learning and action.  Output 1.1.2.: External trends are better understood and promoted within the National Society.	<ul style="list-style-type: none"> <li># of branches that have received support through initiatives related to disaster law.</li> <li># of project proposals based on guidelines and case studies that focus on key trends and other areas related to increased vulnerability.</li> </ul>	0  0	5  3
1.2 A Federation-wide databank and reporting system of factual National Society information is established and maintained	Outcome 1.2.: A collective understanding of the capacities, resources and services of the National Society has improved.	Output 1.2.1.: Federation-wide Databank and Reporting System is established in the National Society.	<ul style="list-style-type: none"> <li>VRC through FDRS providing the following: strategic plans, financial statements, and annual reports.</li> </ul>	0	3
1.3 An organisational capacity assessment and certification (OCAC) process is established.	Outcome 1.3.: VRC assess its own capacity and performance to provide better services.	Output 1.3.1: Organisational and Capacity Assessment and Certification (OCAC) process established.	<ul style="list-style-type: none"> <li>VRC has applied the information gathered by OCAC to change/ update internal processes.</li> </ul>	OCAC process not started	NC is implementing OCAC recommendations

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<p>1.4 A learning and knowledge sharing network to strengthen the professional qualifications and competences of staff and volunteers is established.</p>	<p>Outcome 1.4.: The professional qualifications and competencies of VRC volunteers and staff are strengthened, enabling the National Society to take the lead in addressing new risks and vulnerabilities.</p>	<p>Outcome 1.4.1.: Educational and knowledge-sharing platforms are mainstreamed in the National Society, increasing the learning opportunities for staff and volunteers.</p>	<ul style="list-style-type: none"> <li># of courses taken on the e-learning platform.</li> <li># of academic alliances that are established to support the work done around the key humanitarian trends.</li> </ul>	<p>72 courses taken  1 with University of Caracas on international law</p>	<p>1,500  3</p>
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**Business Line 2: Grow Red Cross Red Crescent services for vulnerable people**

**Outcome:** Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets
<p>2.1 Robust essential preparedness, response and recovery systems are built in National Societies.</p>	<p>Outcome 2.1.: The Venezuelan Red Cross, through its network of branches, adopt integrated sectoral approaches that strengthen essential VRC preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.</p>	<p>Output 2.1.1.: Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management.</p> <p>Output 2.1.2.: Support the development and measurement of National Society logistics capacity to help its strengthening and articulate the global capacity and effectiveness of Federation logistics.</p> <p>Output 2.1.3.: Increase the</p>	<ul style="list-style-type: none"> <li># tools and methodologies for response and recovery that have integrated the key humanitarian trends.</li> <li># Of VRC branches implementing response and recovery programmes that take into account the key humanitarian trends.</li> <li># VRC branches have contingency plans in place.</li> <li>VRC has developed a framework to measure the effectiveness of their activities.</li> <li># families who are able to receive standard and non-standard</li> </ul>	<p>2  5  4  0  0</p>	<p>4  10  15  1 framework created  500</p>

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		logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation.	items.		
2.2 The Red Cross Red Crescent global disaster management system is further developed	Outcome 2.2.: An efficient and effective national VRC disaster and crisis management system in Venezuela.	<p>Output 2.2.1.: Humanitarian access is ensured as a part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests.</p> <p>Output 2.2.2.: The disaster and crisis response system in Venezuela will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the VRC network</p>	<ul style="list-style-type: none"> <li>• # cooperation agreements signed with partners.</li> <li>• # emergency operations that have successfully used damage and needs assessments that include SMS technology.</li> <li>• # of VRC branches that have evaluated their emergency response.</li> <li>• # of VRC branches implementing volunteering in emergency practices.</li> <li>• % of increased human resource surge capacity in resource mobilization, communications, PMER, finance and IDRL in place.</li> </ul>	2  0 2 5 25%	2  1 3 15 50%

**Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development**

**Outcome:** Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.

Outputs	Measurement
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(specific SG objectives)	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets
3.1 Increased and improved Red Cross Red Crescent action for longer- term sustainable development.	Outcome 3.1.: The Venezuelan Red Cross, through its network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development.	<p>Output 3.1.1.: National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery.</p> <p>Output 3.1.2.: The National Society actively uses beneficiary communications to increase beneficiary accountability under out humanitarian mandate.</p> <p>Output 3.1.3.: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming.</p>	<ul style="list-style-type: none"> <li># integrated community-based development programmes that are being carried out with key stakeholders.</li> <li># of VRC branches have adapted their internal systems and structures to better facilitate integrated community programming.</li> <li># beneficiaries reached through beneficiary communications.</li> <li># piloting integrated projects</li> <li># of VRC branches that have joint programmes that address the needs of migrant populations as a cross-border issue.</li> <li># VRC personnel and volunteers that are trained in self-protection methodologies.</li> </ul>	<p>0</p> <p>0</p> <p>0</p> <p>0</p> <p>2</p> <p>0</p>	<p>5</p> <p>5</p> <p>500</p> <p>3</p> <p>5</p> <p>100</p>
3.2 Initiatives established that aim to heal divisions within communities	Outcome 3.2.: The VRC, through its network of branches, has enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socioeconomic conditions.	Output 3.2.1.: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into a community-based development programme.	<ul style="list-style-type: none"> <li>VRC branches implementing the YABC initiative to promote social inclusion and a culture of nonviolence and peace through community outreach.</li> <li># of NS activities working with government to address issues of migrant and host communities including their places of origin and host communities.</li> <li># VRC branches working with community and government authorities on integrated violence prevention.</li> </ul>	<p>0</p> <p>2</p> <p>2</p>	<p>2</p> <p>5</p> <p>5</p>

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<p>3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing to the strengths of the IFRC and civil society.</p>	<p>Outcome 3.3.: The VRC has forward thinking leadership with the skills and capacity to delivery services to vulnerable people in a sustainable manner.</p>	<p>Output 3.3.1.: VRC leadership is recognized by government and other key stakeholders.</p> <p>Output 3.3.2.: National Society leadership and managerial skills are improved.</p> <p>Output 3.3.3.: VRC leadership is regularly updated on key humanitarian and development issues.</p> <p>Output 3.3.4.: The VRC will work towards a transition in national Society leadership at all levels seeking better diversity and representation in their membership.</p>	<ul style="list-style-type: none"> <li>• # of meetings VRC involved in promoting the development of national platforms.</li> <li>• # of VRC branches with strategic coordination agreements with local governments.</li> <li>• # of VRC multi-stakeholder events.</li> <li>• # VRC staff that have participated in leadership/management trainings.</li> <li>• # VRC staff &amp; volunteers trained in humanitarian diplomacy, DL and civil-military.</li> <li>• # of newsletters and publications that document key humanitarian and development challenges</li> <li>• # of volunteers in decision-making bodies that better reflect the national make-up of the country.</li> </ul>	<p>0</p> <p>0</p> <p>0</p> <p>1</p> <p>0</p> <p>3</p> <p>1</p>	<p>2</p> <p>5</p> <p>2</p> <p>10</p> <p>3</p> <p>6</p> <p>2</p>
<p>3.4 The Red Cross Red Crescent share of volunteering among all ages is expanded.</p>	<p>Outcome 3.4.: Volunteers of the VRC, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the</p>	<p>Output 3.4.1.: The National Society has improved its voluntary service, formalizing the status, rights and duties of volunteers within its statutes and constitution, and strengthening and diversifying its volunteer base.</p>	<ul style="list-style-type: none"> <li>• % of insured persons engaged in VRC activities that have insurance for their volunteers.</li> </ul>	<p>10%</p>	<p>100%</p>

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	Venezuelan Red Cross network and in expanding National Society humanitarian access.				
3.5 Involvement of young people at all levels and in all services in National Societies increased.	Outcome 3.5.: Youth, as agents for change of the Venezuelan Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.	Output 3.5.1.: VRC Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the National Society network.	<ul style="list-style-type: none"> <li># of young people in management positions other than the youth department.</li> <li># of VRC youth trained in YABC and follow-up activities.</li> </ul>	1 0	5 5

**Business Line 4: Heighten Red Cross Red Crescent influence and support for our work**

**Outcome:** Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets
4.1 Advocacy effectively used to promote a strong and positive RCRC image, brand and message.	Outcome 4.1.: National Society leadership capacities are enhanced to use their auxiliary role to influence public policies and ensure they are seen as a credible and preferred source of information on humanitarian issues by the general public,	Output 4.1.1.: The National Society becomes a source of reference information for humanitarian issues and vulnerability reduction.  Output 4.1.2.: The secretariat and the National Society actively use social network capacities.	<ul style="list-style-type: none"> <li># of VRC branches where the World Disaster Report is launched.</li> <li># different types of social media being used by VRC.</li> <li># people being reached through social media.</li> </ul>	0  2 0	3  2 500

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	media and other actors.				
4.2 Auxiliary partnership role of National Societies is promoted and supported.	Outcome 4.2.: Strong links are fostered with governments, the public (including especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels. Including representation in key forums to address humanitarian challenges and trends.	Output 4.2.1.: The Venezuelan Red Cross has a higher profile as auxiliary to the government.	<ul style="list-style-type: none"> <li># of VRC branches are involved with governments exercising their auxiliary role.</li> <li># of VRC initiatives with public, private and academic actors to reduce vulnerability.</li> </ul>	5 0	15 3
4.3 Resource mobilisation capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent	Outcome 4.3.: VRC and donors invest in increasing financial and human resources to improve the National Society's ability to deliver services and programmes.	Output 4.3.1.: Resource mobilisation and accountability capacities of the National Society are enhanced to attract more reliable contributions to the VRC in an effort to ensure a higher level of sustainability.	<ul style="list-style-type: none"> <li># of VRC branches actively engaged in the RM network through tailored support.</li> <li># external donors providing funding to the VRC .</li> </ul>	0 4	2 5

**Business Line 5: Deepen our tradition of togetherness through joint working and accountability**

**Outcome:** More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Outputs (specific SG objectives)	Measurement				
	AZ Outcome	AZ Output	Indicators	Baseline 2012	2015 Targets

**2 | Long Term Planning Framework 2012 - 2015**

5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.	Outcome 5.1.: The National Society has strengthened relationships, common aims and improved access to knowledge and shared learning.	<p>Output 5.1.1.: The secretariat facilitates greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning for the VRC.</p> <p>Output 5.1.2.: The National Societies in the Americas and the Secretariat successfully organised the XIX Inter-American Conference to define our key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes.</p>	<ul style="list-style-type: none"> <li>• VRC has a plan aligned with Strategy 2020 and Inter-American Framework for Action (IAFA)</li> <li>• # VRC staff &amp; personnel benefitting from the new ICT catalogue.</li> <li>• # of peer-to-peer/horizontal initiatives that have been carried out in the country.</li> <li>• VRC monitoring it progress against the IAFA.</li> </ul>	0 0 2	1 20 3
5.2 The IFRC Framework for Evaluations is upheld for all secretariat funded programmes and activities.	Outcome 5.2.: The IFRC Framework for Evaluations is upheld for all secretariat-funded programmes and activities.	Output 5.2.1.: The IFRC Framework for Evaluations is applied to all evaluations carried out in the National Society.	<ul style="list-style-type: none"> <li>• # VRC evaluations carried out for programmes and emergencies.</li> </ul>	0	2
5.3 The secretariat is seen as a competitive and well functioning organisation in support of IFRC governance and membership.	Outcome 5.3.: Federation policies and best practices on support services are increasingly adopted and implemented by the National Society.	<p>Output 5.3.1.: International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability) are disseminated in the VRC.</p> <p>Output 5.3.2. Americas Zone Office is seen as a well-functioning support unit by the VRC.</p>	<ul style="list-style-type: none"> <li>• # of events where key policies are mainstreamed and followed-up</li> <li>• # of overdue donor reports.</li> </ul>	0  0	2  0