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DREF Final Report

Bolivia: Civil Unrest

 International Federation
of Red Cross and Red Crescent Societies

DREF N° MDRBO014	Glide n°: OT-2019-000154-BOL
Date of issue: 17 April 2020	Operation timeframe: 2 months Operation end date: 21 January 2020
DREF allocated: 53,261 Swiss francs	
Total number of people affected: approximately 1,000,000 people at risk.	Number of people to be assisted directly: At least 650 of the affected population and 100 Bolivian Red Cross (BRC) volunteers
Host National Society presence: The Bolivian Red Cross has 9 departmental branches and more than 1,200 volunteers nationwide.	
Red Cross Red Crescent Movement partners actively involved in the operation: International Federation of Red Cross and Red Crescent Societies (IFRC) and International Committee of the Red Cross (ICRC)	
Other partner organizations actively participating in the operation: Ministry of Health through a network of departmental-level institutions, firefighters and the United Nations system.	

<Click [here](#) for the Final Financial Report. Click [here](#) for Contacts.>

A. Situation context

Description of the disaster

The social disturbances following the result of the 20 October 2019 electoral process in Bolivia triggered a series of blockades, stoppages and looting at a national level. Civilian confrontations with the forces of law and order took place. A delegation from the Organization of American States (OAS) that monitored and audited the elections in Bolivia initially reported irregularities during the process. According to the assessment of the Bolivian Ombudsman's Office¹ regarding the impact of the 2019 elections, 35 people died, 833 people were injured (741 men and 92 women), and 1,504 people were detained.

The protests and confrontations ended at the end of 2019. A transitional government was installed.

Summary of current response

Overview of Host National Society

The Bolivian Red Cross (BRC) has its national headquarters in La Paz, with branches in each of the country's nine departments, which in turn have municipal branches. The BRC has 981 active volunteers and more than 1,200 registered volunteers throughout the country. This operation was conducted in compliance with the BRC's humanitarian mandate and respect for the Fundamental Principles of the International Red Cross and Red Crescent Movement, in particular neutrality, impartiality and independence.



Bolivian Red Cross (BRC) volunteers provided first aid services in Cochabamba. Source: BRC.

¹ [Ombudsman Office](#)

From 20 October to the operation's close, the BRC mobilized 986 volunteers throughout the country, who monitored the situation and provided first aid care in Beni, Cochabamba, El Alto, La Paz, Santa Cruz, Oruro and Potosí departments. The National Society remained on alert and monitored the situation in their localities according to the needs, access, and security of the teams. At the operational level in the field and in BRC branches, volunteers provided 1390 first-aid services for injuries and wounds.

In addition to its humanitarian response, the BRC created and disseminated messages about its mandate and actions on its digital platforms and social media. BRC informed the authorities about the mission and humanitarian role, emphasizing its neutrality and impartiality. Following the change of authorities, the BRC reinforced these actions.

BRC maintained permanent coordination with the IFRC and the International Committee of the Red Cross (ICRC) to share information on the situation and scenario changes in scenario. The ICRC shared information on its actions conducted, in coordination with the National Society. The IFRC and the ICRC advised BRC on how to handle situations of civil unrest.

Overview of Red Cross Red Crescent (RCRC) Movement in country

The IFRC Americas Regional Office (ARO) team, including the Disasters and Crisis unit, together with the Country Cluster for the Andean countries in Lima (CCST-Lima), constantly monitored the situation, jointly analysing scenarios with the BRC and identifying immediate humanitarian needs. The IFRC also provided management and operational security advice to the National Society. To provide initial support, a general regional intervention team (RIT) member deployed for the Bolivia: Forest fires DREF operation (MDRBO013) was redeployed to La Paz to support the BRC's response to civil unrest. Later, a General RIT member from the Paraguayan Red Cross later was deployed to provide additional and ongoing support to the operation.

The ICRC has an office in La Paz; its staff from the ICRC Regional Delegation in Lima were deployed to Bolivia. The ICRC started a dialogue with the newly designated political, military and police authorities regarding its humanitarian concerns and the standards of the use of force compatible with the respect for human rights. The ICRC cooperated with the National Society on projects related to restoring family links (RFL) and the Safer Access Framework.

The IFRC, through its Disaster Management Coordinator and the ICRC's interdisciplinary team, provided support to the National Society's response team. This support was focused on offering guidance and assistance for the operational management of security and external and internal communication, with lines of communication and key messages to disseminate to the community and the key actors involved. The ICRC, with IFRC support, trained BRC volunteers on security issues. The ICRC also provided funding for the purchase of personal protection equipment such as gas masks and helmets, and also covered the cost of hiring the security officer for the emergency operations room at the National Society headquarters.

Overview of non-RCRC actors in country

The Ministry of Health, through its network of health centres, provided care to the wounded. Also, the network of ambulances of firefighters provided coverage according to needs and access. The BRC is part of the Humanitarian Network in the country.

The Office of the United Nations High Commissioner for Human Rights expressed concern about the use of force. A representative of the United Nations Secretary-General conducted a mission to Bolivia to establish contact with all Bolivian actors and offer UN support for efforts to find a peaceful solution to the crisis, including the holding of transparent, inclusive and elections².

First response teams provided care during the civil unrest. This includes State forces such as police, firefighters and the Bolivian Air Force search and rescue (SAR) group. The SAR Bolivia group, as well as the GEOS group conducted care work since these are independent from the State. No NGO actively participated.

Needs analysis, targeting, scenario planning and risk assessment

²Jean Arnault will travel to Bolivia as the Secretary-General's personal envoy. (2019). Retrieved 20 November 2019, from <https://news.un.org/es/story/2019/11/1465411>

Health

The context of social unrest in the country increased, passing, in many cases, from a simple demonstration with roadblocks to confrontations between social groups, the forces of order, and among the protesting groups themselves. Encounters between groups led to a great number of casualties, with 35 deaths during the period of demonstrations and protests, and 833 people injured. The main injuries were haemorrhages, burns, dislocations, fractures, fainting, and shock, among others. Additionally, other injuries related to the use of tear gas, that affected the respiratory tract, eyes and skin, were treated. These injuries affected people who were not taking part directly in the unrest, becoming indirect victims.

For both lines within health (first aid and medical care) some people in neighbourhoods affected by the unrest in several cases refused government assistance for fear of further reprisals. These were considered among the most urgent needs. At the end of the operation, the situation was calm without active unrest.

Psychosocial support

The high emotional impact of this situation throughout society led to increased levels of stress, as well as other emotions related to uncertainty about the safety of oneself and others. Psychosocial support was needed for adults, adolescents, and children who were affected by civil unrest. BRC volunteers also required this support.

The normalization of the situation and socio-economic reactivation allowed families and the population to resume their daily activities, which favoured emotional recovery.

Security

The uncertainty about the situation and its evolution provoked the perception of insecurity among the population. This combined with lootings, which occurred in the population that was not linked to protests or demonstrations. Street barricades limited the free transit of the population and impacted on the shortage of food and fuel in some major cities. Health teams' access to areas in which protests were occurring was a challenge, not only because of the blockades but also because of the disorganized nature of groups involved in the protests. This made it difficult to coordinate operational security for first responder teams.

Commercial activities, including the supply and provision of petrol, were paralyzed due to the damage they suffered and potential risks of rioting and damage. This security situation gradually stabilized when a transitional government assumed functions.

The civil unrest experienced increased the National Society's awareness of the security of its volunteers and personnel and operational security. This pragmatically has provided them to have access to tools to develop and consolidate its internal security plans for similar situations, as well as to strengthen capacities and coordination with their branches in terms of security.

The volunteers who provided health services during the civil unrest felt the impact of the situation. Initially, they did not know how to handle the situation or articulate processes to generate security protocols.

In the operation, the security situation was monitored through the BRC's crisis room, supported by the RIT member deployed to this operation, and reinforced by operational security protocols. As will be mentioned below, the IFRC and the ICRC provided information and facilitated workshops to train the BRC's internal security network and improve its internal security procedures.

Communication

The BRC required a communication strategy. This included the dissemination of information and the creation of products key messages, reactive lines, press releases, social media resources, articles. These contributed to informing the public and state authorities about the mandate of the Red Cross and the actions of the National Society. Communication was essential to ensure that Bolivian Red Cross volunteers involved in this response had the necessary security conditions to act within its humanitarian mandate. The Bolivian Law 2390, which protects the Red Cross emblem and Fundamental Principles, was highlighted and disseminated to generate trust among the people served.

Target Population

Based on an analysis of the context that considered current levels of tension and incidents of demonstrations and social unrest, the BRC prioritized five departments: La Paz, Cochabamba, Santa Cruz, Potosí and Oruro.

- **Total population:** At least 750 people were targeted to be reached with psychosocial support (including 100 Bolivian Red Cross volunteers). Of these, 650 were targeted to receive first-aid services, of which 104 people wounded already had received first aid.
- **Number of BRC volunteers mobilized:** 100.

The operation contributed to support other BRC branches affected by the social unrest.

Operation Risk Assessment

At the close of the operation, no risk incidents were registered with BRC volunteers and response personnel. Protocols and safety procedures were applied to facilitate the actions of first response teams, in addition to reinforcing the BRC's humanitarian mission with key figures.

B. Operational strategy

General Operational Objective:

This operation aimed to reach at least 650 people with pre-hospital care and psychosocial support in the departments of La Paz, Cochabamba, Santa Cruz, Oruro and Potosí and elsewhere as needed, while supporting the safety, personal protective equipment, visibility and knowledge strengthening workshops for the BRC personnel involved in emergency response.

Operational Support

- **Human Resources**

The Bolivian Red Cross recruited human resources to promote the implementation of all activities. An operational coordinator, a communicator and a coordinator for the crisis room were recruited locally for the duration of the two-month period. In addition, the National Society made the technical and administrative staff at its national headquarters available for the operation. A total of 986 volunteers from several branches participated in the operation. Insurance, per diems, transport costs and personal protection equipment and visibility materials were provided to facilitate their mission. A security officer, funded by the ICRC in coordination with the IFRC, for the two months of activities also was hired.

At the beginning of the civil unrest, a regional intervention team member was in the country as part of the DREF operation Bolivia: Forest fires, who assisted in the creation in plan of action for the present operation. For the implementation of the operation, a general RIT member, mobilized from the Paraguayan Red Cross, provided support for one month to coordinate the activities in support of this emergency.

The IFRC provided the necessary technical guidance throughout the operation. The Disaster Management Coordinator for South America monitored the operation in Bolivia, and the head of the CCST for the Andean countries, located in Peru, accompanied the implementation process of the operation at the political and institutional level. The Bolivian Red Cross also received remote technical assistance from the IFRC in communications; finance; and planning, monitoring, evaluation and reporting (PMER).

- **Logistics and supply chain**

Logistics activities were aimed at effectively managing the supply chain, including procurement and related services in the field, in accordance with the needs of the operation and aligned with the IFRC's logistics rules, processes and procedures.

The National Society had experience in procurement processes from previous operations and also complied with the IFRC Logistic Unit's procurement processes procedures.

The entire fleet of BRC vehicles of the La Paz, El Alto, Cochabamba, Santa Cruz, Potosí and Oruro branches was made available as a logistical resource for this operation:

Branches	Vehicles / Ambulances
La Paz	1 ambulance, 1 wagon and 1 van

Cochabamba	1 ambulance and 1 van
Holy Cross	1 ambulance and 1 van
Potosi	1 wagon
Oruro	1 ambulance
EL Alto	1 car
Total	10

- **Communication**

The BRC national-level communication unit, in coordination with the technical team and governing body, implemented a communication strategy for the situation of social unrest. The unit was responsible for the production of public communication products aimed at improving public understanding of the humanitarian mandate and actions of the Red Cross, but also at mitigating any reputational risk. The communication unit organized interviews with BRC staff and several media outlets in various departments, as well as provided information for the press in the departments of La Paz and Potosí. Press releases were created and emitted by the [Bolivian Information Agency](#) and [Erbol Digital](#).

The communication unit provided support in the development, review and publication of stress management brochures, calendars with the Seven Fundamental Principles, Community First Aid Manual, Guide for Primary Health Care Volunteers, Safer Access and Operational Safety Manual (Stay Safe). These products were shared with the IFRC's regional communication unit for use in regional and global channels, and with other National Societies.

The IFRC regional communication unit and supported the National Society in the process of content dissemination, ensuring regional / global visibility for the actions implemented by the BRC.

- **Planning, monitoring, evaluation and reporting (PMER)**

The National Society participated in ongoing monitoring and evaluation of activities during the implementation of this operation.

The following follow-up activities were conducted:

- National headquarters staff conducted monitoring visits for the delivery of humanitarian assistance services.
- Regular follow-up meetings.
- Monthly activity and coordination reports prepared as part of this operation.
- Indicators reviewed periodically to measure progress.
- A final report was completed at the end of the operation.

A lessons learned workshop was conducted at the end of the operation.

Administration and Finance

The BRC has an accounting and finance department to ensure the proper use of financial resources in accordance with the conditions set out in the Memorandum of Agreement between the National Society and IFRC. The IFRC formats, guidelines and DREF procedures were used to ensure the proper management of funds.

The IFRC CCST financial team in Lima provided operational support to review and validate budgets and bank accounts; as well as technical assistance during expenditure justification procedures, including examination and evaluation of expenditures, invoice validation.

- **Security**

The IFRC Regional Security unit provided support, especially in the organization of the workshop on Security Risk Assessment and Critical Incident Management to emphasize specific knowledge of operational security (Stay Safe). A consolidated set of documents and technical material was provided for guidance and adaptation. Support also was provided by sharing information with branch level volunteers and governance board members on the progress of a security plan. The BRC conducted a validation session of the Security

Plan within the framework of the operation. This allowed members of the branches to standardize internal security processes such as the importance of the incident report, the need for constant context analyses, which should be used as a decision-making tool, as well as the need to have personal protection equipment and procedures when a critical incident occurs, among others.

C. DETAILED OPERATIONAL PLAN



Health

People targeted: 650

Male: 325

Female: 325

Health Outcome 1: The immediate risks to the health of affected populations are reduced

Indicators:	Target	Achieved
# of people reached by first aid and psychosocial support services	650	1286

Health Output 1.1: Rapid medical treatment of injuries and diseases is provided to the target population

Indicators:	Target	Achieved
# of people reached by first aid services	650	1286

Health Output 1.2: Psychosocial support is provided to the target population

Indicators:	Target	Achieved
# of people who receive psychological first aid	650	1026
# of volunteers who receive psychological first aid	100	361

Narrative description of achievement

First aid care for affected people

The Bolivian Red Cross provided first aid to 1286 people. The main injuries were haemorrhages, burns, dislocations, fractures, fainting, and shock, among others. Other frequent services were those related to the aftermath of the unrest. These actions were conducted in coordination with neighbourhood boards in areas affected by the unrest, as well as with the Ombudsman's Office and health services.

Department	Branches	No. of people reached
Cochabamba	Cochabamba	147
Holy Cross	Holy Cross	104
La Paz	La Paz	96
La Paz	El Alto	458
Oruro	Oruro	207
Potosi	Potosi	274
TOTAL		1286

Acquisition and replenishment of first aid supplies

Seven first aid kits were purchased for the branches involved in the operation and the national headquarters. Each of the kits contain: cervical collar, first aid materials, manual ventilation bag (2), blood pressure monitor, pulse oximeters, auscultation flashlights, and other basic materials for first aid care.

Branches	No. of First Aid Kits
Cochabamba	1
Holy Cross	1
La Paz	1
El Alto	1
Oruro	1
Potosi	1
Head Office	1
TOTAL	7

Psychosocial support training for BRC volunteers

The psychological first aid course, provided by the BRC psychologist and the RIT member, trained 18 volunteers in this DREF. The volunteers were introduced to the psychological first aid kit so this information could be applied in their branches. During the trainings, the volunteers were given the adequate tools to provide psychosocial support and also to be able to detect people who warrant referral to specialists for additional professional assistance. At the same time, group and individual therapies were given to volunteers to assist in providing assistance to stress generated as a result of the civil unrest and their operational actions. The following table provides information on the BRC volunteers trained and their branches:

Branches	N° Volunteers
Cochabamba	3
Holy Cross	3
La Paz	3
El Alto	3
Oruro	3
Potosi	3
TOTAL	18

Psychosocial support for the affected population

The Bolivian Red Cross implemented PSS activities for people affected by the unrest in their respective neighbourhoods. Most of the time, the neighbourhoods chosen, such as Plan 3000 and Senkata, were extremely affected by violence surrounding the civil unrest. Branch-level volunteers conducted activities in spaces that were suitable and private for such service, in coordination with neighbourhood boards and the Ombudsman's Office. Psychological First Aid kits were used to provide the service and contribute to building resilience.

The branches carried out social activities with the theme "Together we save lives, let us work". This had the aim of socializing the importance of respecting the transit of ambulances and health personnel in times of conflict. These spaces, such as puppets, games, theatres, etc., had the desired impact since both children and the general population

learned about the actions carried out by the Bolivian Red Cross. This was part of the communication strategy proposed by the team and to reinforce acceptance.

Department	Branches	Number of people reached
Cochabamba	Cochabamba	196
Holy Cross	Holy Cross	166
La Paz	La Paz	92
La Paz	El Alto	233
Oruro	Oruro	137
Potosi	Potosi	202
TOTAL		1026

Psychosocial support sessions for BRC volunteers

As part of the psychological first aid, emotional release sessions were conducted for participating focal points. These activities were led by psychologists from Bolivian Red Cross national headquarters. The branches, with the support of the national headquarters, successfully conducted debriefing activities with 361 volunteers. Thanks to these activities, directly supervised by a psychologist from national headquarters, were held in six branches. A sampling process was conducted that enabled the identification of the need for psychosocial support and psychological support, underestimated in the branches.

Branches	Number of sessions
Cochabamba	148
Holy Cross	23
La Paz	65
El Alto	23
Oruro	42
Potosi	60
TOTAL	361

Challenges

The main challenge in providing psychosocial support and first aid was obtaining safe access to the affected population.

Lessons Learned

While first aid is a strength of the BRC, PSS is a relatively new service. This needs to be further developed as part of the services provided to the community. Additionally, further development is needed to ensure the implementation of the self-care approach with the intervention teams, which must be in excellent condition to carry out their work.

The BRC branches and national headquarters should constantly update their knowledge and contacts with local and national leaders and key actors.

National Society Capacity Building

S1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform.

Indicators:	Target	Achieved
# of response strategy for civil unrest developed	1	1

Output S1.1.1: Staff security is prioritised in all IFRC activities.

Indicators:	Target	Achieved
# of visibility and protection kits procured	25	42
# of Security Risk Assessment & Critical Incident	1	1
# of volunteers insured with IFRC	100	289

Output S1.1.2: National Societies have the necessary institutional infrastructure and systems in place.

Indicators:	Target	Achieved
# of National Societies	1	1

Narrative description of achievement

Provision of personal protective equipment for response teams

Personal protective equipment for response teams was procured and delivered by suppliers to the national headquarters. Forty-two complete kits were purchased for the branches in Cochabamba, Santa Cruz, La Paz, El Alto, Oruro, Potosi and also for the national headquarters. The kits consisted of helmets, protection gloves, protective glasses and gas masks with additional filters.

Branches	No. PPE for volunteers
Cochabamba	7
Holy Cross	7
La Paz	7
El Alto	7
Oruro	7
Potosi	7
Head Office	7
TOTAL	42

Strengthening operational visibility

Flags, vests, stickers and work pants were purchased and delivered to all participating branches. This material contributed to the visibility and enabled the implementation of the activities by the Bolivian Red Cross branches.

Branches	Flags	Vests	Stickers	Work pants
Cochabamba	5	9	70	10
Holy Cross	5	9	70	10
La Paz	5	9	70	10
El Alto	5	9	70	10

Oruro	5	9	70	10
Potosi	5	9	70	10
Head Office	5	15	70	10
TOTAL	35	69	490	70

Training of volunteers on Security Risk Assessment (SRA) and Critical Incident Management (CIM)

The security officer for the operation and the IFRC regional security officer, with support from the RIT member deployed and the BRC operations manager, trained 18 volunteers from 6 branches on the two main aspects of operational security (Stay Safe): security risk assessment (SRA) and critical incident management (CIM). The workshop was held in La Paz on 13 to 15 December 2019. The workshop provided participants with knowledge and practice of a risk matrix implies and how it can consider concepts of vulnerability, threat, risk, impact, probability, among others. National Society members explained the importance of feedback from branches on the progress of the BRC Security Plan. Participants learned how to do a context analysis, determine a critical incident and its management.

During the subsequent implementation of their activities, branches adapted monitoring, reporting, planning tools and analysis of the internal and external context to make more solid and objective decisions. The operation facilitated the reinforcement of the internal network of security focal points for greater coordination and sharing of experiences during the civil unrest and afterwards.



This operation enabled the BRC to strengthen its security framework through a workshop and subsequent technical support. Source: IFRC.

Security assessment to update the security strategy and plan

The security coordinator periodically carried out analyses of the context and operational situation to inform the team, BRC authorities and branches.

With the support of the ICRC and IFRC, the BRC developed an operational safety plan that supported the standardization of volunteer staff safety procedures in the context of social disruption operations.

Prior to the final workshop on lessons learned from the operation, a security session was held with the participants to socialize from the BRC security officer and validate with branches the content that had been developed by that point towards the BRC's Security Plan. This implied a reinforcement of the knowledge of which procedures a security plan should contain, such as a medical evacuation analysis, importance of relocation, briefing and debriefing procedures, among others.

In this session, the dialogue between the IFRC Security Officer, the NS Security Officer and the ICRC Cooperation Officer reinforced the importance of security, the difference between the Safer Access Framework and Operational Security (Stay Safe), the complementarity of the tools for the adaptation by the National Society. Both the ICRC and IFRC also focused on the strengthening of its capacities and protection of staff and volunteers. Despite the initial challenges to ensure smooth coordination, this dialogue and the complementary actions during this operation, were essential to transmit information on security and its tools. With the focus on security, the Movement components (BRC, ICRC and IFRC) worked together to improve coordination and thus, contribute to strengthening the safety of volunteers and staff.

Volunteer insurance

As part of and in compliance with safety regulations, the BRC Cochabamba, Santa Cruz, La Paz, El Alto, Oruro and Potosi Santa branches and municipal branches created a list of volunteers that would be participating in DREF operations; this permitted the insurance policy to be activated for 303 volunteers.

Mobilization and operational support for National Society staff and volunteers.

From the beginning of the civil unrest and until the end of the operation, 986 volunteers were mobilized from the branches in Oruro, Potosi, El Alto, La Paz, Santa Cruz and Cochabamba. These are the locations in which these interventions were implemented during and after riots. National staff (national coordinator and PSS trainer) travelled to branches in Oruro, Santa Cruz, Cochabamba, El Alto and La Paz to monitor and provide technical support to the operation.

Hiring of National Operational Coordinator, Crisis Room Coordinator and Communicator.

In an selection process based on capacities, three staff people were hired for two months in the positions of National Operations Coordinator, Crisis Room Coordinator and a communication specialist. The ICRC also supported the funding of a security coordinator who worked in the National Society's crisis room until the end of the operation. All fulfilled their responsibilities during the operational phase in a satisfactory manner, with both the branches and the national headquarters.

Challenges

- A visible challenge was the development of credentials with the same format throughout the National Society.
- Application of templates, tools and security criteria in all activities, as well as making the branches not participating in the operation aware of these products and to implementing them took time and effort.
- Personal protective equipment should be managed and purchased in quantities appropriate to the context and not just for civil unrest.
- The fleet and its regularization is required since many since many of the BRC vehicles require documentation and insurance.
- In case of restricted mobility, volunteers should have mechanisms to ensure mobilization at all times in the context of social unrest.

Lessons Learned

- The National Directorate should make arrangements to have a National Volunteer Officer.
- Ensure budget for transport of volunteers within the operational framework.
- Make arrangements to hire drivers in emergency situations.
- Ensure PSS for volunteers to keep the teams in optimal condition.
- A national intervention team (NIT) network must be structured to support any operation in the national territory, for any type of event and its management.
- Conduct regularly to briefing/debriefing activities as part of any activity.
- Train volunteer security managers on an ongoing basis and introduce stay safe training information within the NS training curricula to standardize concepts.
- Formalize the security incident reporting management structure with coordinated support from the ICRC and IFRC.
- Support managers' knowledge of comprehensive and sustained security management

International Disaster Response

Outcome 2: An effective and coordinated international disaster response is ensured.

Output 2.1: 1 An effective mechanism for preparing the response and responsiveness of National Societies is maintained

Indicators:	Target	Achieved
# of response strategy for civil unrest developed	1	1
# of monitoring missions	1	1
# of RIT mobilized	1	1
# of lessons-learned workshops held	1	1

Narrative description of achievement

IFRC operational support, follow-up and monitoring

The IFRC Disaster Management Coordinator for South America monitored the operation in Bolivia, and the head of the CCST for the Andean countries, located in Peru, accompanied the implementation process of the operation at the political and institutional level. The Bolivian Red Cross also received remote technical assistance from the IFRC in communications; security; finance; and planning, monitoring, evaluation and reporting (PMER).

Mobilization and support of RIT specialized in security for one month

The IFRC mobilized a general RIT member from the Paraguayan Red Cross in support of the National Society. Among other activities, this person provided support to the processes to purchase equipment, supplies and consumables for this DREF operation, in addition to socializing documentation and providing guidance to the National Society in terms of security, accompaniment and monitoring of the operation.

Lessons learned workshop

The Lessons Learned Workshop was facilitated by IFRC health and safety officers and the BRC programme and operations coordinator. The workshop focused on an analysis based on what worked well, what could be improved, what is recommended and responsibilities. This was done with the crosscutting components of relevance, effectiveness, efficiency and coverage.

In general terms, the workshop participants considered that the responsibility for implementing the various recommendations lies with the BRC's national and local governance bodies. This is because it is considered that the problem lies in the definition of active policies coming from the levels of government.

Among the things that worked best were the good management of time and economic resources for implementation by the branches, the training and replication of security and PSS issues, the willingness to volunteer and the timely activation of insurance.

Not all branches have adequate uniforms for night-time activities and even less so for issues such as riots. Emergency funds are required to meet at least initial contingency needs. Logistical arrangements should be faster to make materials available to branches as soon as possible when an emergency occurs. Volunteers should be encouraged to train use the IFRC's learning platform to train prior to emergencies.

The recommendations call for the creation of a national volunteer officer from the BRC. This position could improve the volunteer management processes, providing training frequently with certification, having materials ready for operational use, having governance and management bodies verify and manage the safe return of volunteers to their homes, timely socialization of projects to volunteers, socialization of volunteer insurance features.

Challenges

In mobilizing the IFRC staff, every effort had to be made to ensure the safety of their stay, accommodation, food and transportation in support of the BRC in relation to the social unrest scenarios.

Lessons Learned

The workshop feedback on lessons learned should be applied to address structural issues in the institution with different characteristics and priority for correction and resolution.

IFRC is effective, credible and accountable

Outcome 3: The IFRC Secretariat, together with the National Societies, uses its unique position to influence decisions at the local, national and international levels affecting the most vulnerable

Output 3.1: IFRC and National Societies are visible, reliable and effective advocates of humanitarian issues

Indicators:	Target	Achieved
# communication strategy for media management at operational	1	1
# dissemination and publication of information and announcements in the media for public information.	8	8

Narrative description of achievement

External/internal communication strategy for media management at operational, management and governance levels

A great effort has been made by the National Society's communication team to ensure that media materials were available for community awareness and that the various branches could disseminate them in their respective local media. The external and internal communication strategies were disseminated to the branches.

- As part of the communication strategy, a communication kit was developed with the following content: PR campaign (messages of self-care, stress management, conflict reaction, fundamental principles, emblem); Spots (in Spanish, Guarani, Aymara and Quechua); spot (in Spanish, Guarani, Aymara and Quechua); and naming an institutional spokesperson. The preparation of the spots and commercials was made possible by the basic material provided by the ICRC's Communication Unit.
- Tips to be an institutional spokesperson were designed and distributed. The presentation and explanation of the content was made in the PSS workshop.
- Stress management brochures were designed, prepared and distributed to support Psychosocial Support Services.
- Calendars with the 7 Fundamental Principles were designed, printed and distributed to support its dissemination in branch activities during the Social Activation "Together we save lives: let us work".
- A Community First Aid Manual was designed, produced and distributed for distribution at fairs and community activities.
- A Guide for PSS Volunteers was designed, developed and distributed for psychosocial support care.
- The Safer Access and Operational Security Manual was designed, printed and distributed for internal use.

Dissemination and permanent publication of information and announcements in the media for public information.

The press releases were produced in the context of increasing acceptance by the population of the work carried out by BRC, with the aim of reaching at least the departments of La Paz, Cochabamba, Santa Cruz, Oruro and Potosí:

- It seeks to strengthen relations with the media, through training in security measures in journalistic coverage. A presentation was designed for this purpose and was shared with the branches. A total of 62 journalists were trained. In addition, the space was used to provide psychosocial support. The objective set forth in the Communication Plan was met, since the close relationship with the journalists allows us to make our actions visible in the media.
- The National Directorate of State Media of the Ministry of Communication was contacted to request support in the broadcasting of spots and radio slots in native languages. Through coordination meetings, broadcasting was achieved on 54 community radio stations.
- Contact was made with Radio y Televisión Popular (RTP), who agreed to the request to broadcast the spot, during the month of January. The spot was broadcast twice a day on the programmes Tribuna Libre del Pueblo and Novela Rosario Tijeras.
- The national headquarters wrote that was published via the [Bolivian Information Agency](#) and in [Erbol Digital](#).
- Staff and leadership at the national headquarters also gave interviews to central news broadcasts on Unitel, RTP and Página 7.
- The institutional social network accounts in the branches and national headquarters permanently shared information on the Fundamental Principles.
- The branches also made contact with the media and made visits to different television, radio and press outlets. In addition, through the realization of the training workshops and the fairs or activities carried out by the branches, interviews were also given.

Challenges

It was a challenge to have a source of verification for the media guidelines and commitment to the dissemination of the materials produced, particularly their reinforcement during conflicts. The follow up on the dissemination and publication of information and announcements in the media took concerted efforts.

Lessons Learned

External communication includes a continuous advocacy component. The results will be demonstrated when the BRC implements activities and operations, especially in those that are high risk.

D. Budget

See Annex for the [Financial Report](#).

Contact information

For further information specifically related to this operation please contact:

In the Bolivian Red Cross

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In the IFRC Americas Regional Office:

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- Felipe Del Cid, Continental Operations Coordinator. phone: +507 317 3050; email: felipe.delcid@ifrc.org

In the IFRC CCST Andean Countries, Peru:

- Pabel Angeles, Disaster Management Coordinator for South America. email: pabel.angeles@ifrc.org

For support in mobilizing resources and donations at the IFRC:

- Stephany Murillo, Regional Logistics and Mobilization Officer; phone: +507 317 3050; email: stephany.murillo@ifrc.org

For Performance and Accountability (planning, monitoring, evaluation and reporting enquiries):

- Sandra Romero, Head of Partnership and Resource Development- Planning, Monitoring and Reporting unit; email: sandra.romero@ifrc.org

For contact with the media:

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In IFRC Geneva:

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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 Humanitarian 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.

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Saving lives, changing minds.



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 non-violence and peace

DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/11-2020/03	Operation	MDRBO014
Budget Timeframe	2019/11-2020/01	Budget	APPROVED

Prepared on 17/Apr/2020

All figures are in Swiss Francs (CHF)

MDRBO014 - Bolivia - Civil Unrest

Operating Timeframe: 21 Nov 2019 to 21 Jan 2020

I. Summary

Opening Balance	0
Funds & Other Income	53,261
DREF Allocations	53,261
Expenditure	-53,258
Closing Balance	3

II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter			0
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	10,599	10,270	329
AOF5 - Water, sanitation and hygiene			0
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
Area of focus Total	10,599	10,270	329
SFI1 - Strengthen National Societies	28,582	28,647	-65
SFI2 - Effective international disaster management	11,970	11,318	653
SFI3 - Influence others as leading strategic partners	2,109	2,548	-438
SFI4 - Ensure a strong IFRC		476	-476
Strategy for implementation Total	42,661	42,988	-327
Grand Total	53,261	53,258	2

DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/11-2020/03	Operation	MDRBO014
Budget Timeframe	2019/11-2020/01	Budget	APPROVED

Prepared on 17/Apr/2020

All figures are in Swiss Francs (CHF)

MDRBO014 - Bolivia - Civil Unrest

Operating Timeframe: 21 Nov 2019 to 21 Jan 2020

III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
Relief items, Construction, Supplies	17,801	18,479	-678
Medical & First Aid	6,932	6,382	550
Teaching Materials	4,011	4,860	-849
Other Supplies & Services	6,858	7,237	-379
Land, vehicles & equipment		260	-260
Computers & Telecom		260	-260
Logistics, Transport & Storage	2,674	2,729	-55
Transport & Vehicles Costs	2,674	2,729	-55
Personnel	12,354	9,701	2,653
International Staff	5,942	4,742	1,200
National Staff	990		990
National Society Staff	3,961	4,472	-511
Volunteers	1,461	486	974
Workshops & Training	9,160	9,878	-718
Workshops & Training	9,160	9,878	-718
General Expenditure	8,021	8,961	-940
Travel	2,971	4,969	-1,998
Information & Public Relations	2,228	1,365	864
Office Costs	1,684	1,496	188
Communications	545	673	-128
Financial Charges	594	459	135
Indirect Costs	3,251	3,251	0
Programme & Services Support Recover	3,251	3,251	0
Grand Total	53,261	53,258	2