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# Uruguay

## Mid-Year Report

 International Federation  
of Red Cross and Red Crescent Societies

**MAAUY001**

**9 November 2012**

**This report covers the  
period 01 January 2012  
to 30 June 2012.**

*URC Team "Campaign Henry Dunant  
Blanket" June 2012. Source:  
Uruguayan Red Cross*



## Overview

The internal crisis which affected the Uruguayan Red Cross (IURC) during 2011 and which prevented the implementation of several activities has come to an end; however, the National Society has not achieved sufficient organic and financial stability to allow it to carry out the plans that were formulated 2012, despite the efforts that the URC leadership has made and the support of the IFRC and the ICRC. The absence of a strategic plan and the lack of a stable management structure continue to work against National Society progress.

The most important progress is linked to the preparation of volunteers to work in the area of CBHFA focusing on work in the branches. There has been revitalization of the central polyclinic that provides services to vulnerable people and the creation of a mobile polyclinic that travels to areas that have less access to public health services, focusing mainly on disease prevention and health promotion.

## Working in partnership

Operational Partners	Agreement
Japanese Red Cross Society	MoU
Health Programme IFRC	MoU
Spanish Red Cross	MoU

## Progress towards outcomes

### Business Line I: Humanitarian Diplomacy

**Outcomes:** Lifted thinking to inspire and underpin our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.

**Outcome 1.1:** The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability, the exposure to risks and the ability of most vulnerable people to deal with their daily challenges; and capture learning and knowledge management to improve the quality of Red Cross work.

**Output 1.1.3.** Urban risk reduction, climate change adaptation, migration and violence prevention, non-communicable diseases are better understood and promoted within National Societies:

Indicators	BL	Annual Target	Implementation to date
In 2012, share and expand knowledge of current trends in HIV, mother and child, non-communicable diseases, violence and road safety.			The URC is part of a network which exchanges experiences and works on comprehensive guidelines.
In 2012, the URC participates in webinars to better understand trends within the regional context.			In the area of health, an exchange of experience has taken place with the Red Cross Societies of Argentina, Peru and Venezuela.
The National Society is involved in the online platform as a user.			There are 10 registered users of "DesAprender" in the URC. With regard to the learning platform, the data is as follows: a) 6 registered users, plus 1 volunteer: b) 13 volunteers enrolled in courses: c) course completion: 5 volunteers.  In addition, the National Society has used the Spanish Red Cross learning platform for training in volunteering.

#### Comments on progress towards outcomes

With the support of the Federation, the Uruguayan Red Cross has staffed its programme areas. Having professionals in place has given a boost to the National Society. The URC is now active in sharing experiences with other National Societies. Specifically in the area of health, the URC has actively participated in an exchange of methodologies and strategies forming part of a team of facilitators at regional level. Another important aspect is that work from headquarters is now better coordinated with the branches. The branches are more technically oriented, looking towards improving their work with vulnerable communities.

**Outcome 1.2.** A system for research, education, learning and knowledge-sharing initially focusing on urban risk reduction, climate change adaptation, migration issues, and violence prevention enhances the understanding of these trends in the context of the Red Cross, as well as the capacity to address them.

**Output 1.2.2.** All National Societies in the Americas provide a minimum set of information: audited annual reports and strategic plans.

Indicators	BL	Annual	Implementation to date
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		Target	
In 2012, the URC carried out a technical and financial audit.	0	1	The National Society has advised that the audit will be conducted in the last quarter of 2012.

#### Comments on progress towards outcomes

After having held elections in the National Society in June 2011, one of the priorities of the new governance is the implementation of a financial audit. This has been postponed for several reasons including a lack of resources. Nevertheless, technical advice has been offered from the regional representation for the drawing up of terms of reference. A visit to the National Society from technical personnel from the zone office is also planned.

**Outcome 1.4: The professional qualifications and competencies of the Red Cross volunteers and staff are strengthened, enabling National Societies to take the lead in addressing new risks and vulnerabilities**

**Output 1.4.1 The capacity of the National Societies to provide professional qualifications and competences to volunteers and staff at all levels is strengthened:**

Indicators	BL	Annual Target	Implementation to date
The URC has modernized and professionalized its management structure.	3	30%	Currently, the URC has 3 staff members to manage programmes and projects. These staff are responsible for the areas of planning and development, health and technical assistance for the President's office.
In 2012, the URC holds a leadership workshop with headquarters and with at least 60% of the branches, with emphasis on the participation of young people.	0	1	Scheduled for July 2012.
In 2012 the URC receives training for further understanding and applicability of the Principles and Values of the Movement	0	1	Scheduled for July 2012.
In 2012, support is provided for completion of the Statutes and the drawing up of rules as well as a Code of Conduct	0	30%	Revision of the Statutes is in progress. Work has yet to begin on the internal rules and the Code of Conduct.

#### Comments on progress towards outcomes

Regarding the modernization and professionalization of the Uruguayan Red Cross, it should be pointed out that this is being promoted over a period of 2 years. The National Society has benefitted from funding from the Spanish Red Cross which hired technical staff in the areas of health and planning; later with support from the Japanese Red Cross Society, a third person was hired to provide technical assistance to the presidency in the areas of resource mobilization, public relations and institutional issues. Although the process is on going, results are mixed. The institutional crisis which occurred in 2010-2011 and the financial difficulties that the National Society is experiencing have resulted in a lack of consolidation. There is an essential need for strong, qualified leadership and the participation of youth in the National Society. Generational renewal is complicated due to the lack of young people in the URC; more than 70% of volunteers are over age 65. In this context, a workshop was scheduled with the headquarters and at least 60% of the branches (8 branches). An initial step towards strengthening current and future leadership of the National Society is full awareness of the role of the Red Cross. Together with the ICRC, training on institutional issues is scheduled for July 2012. The workshop is intended to work on 3 main themes: the Fundamental Principles, Strategy

2020 and follow up to the Inter-American Conference. This workshop is the first component of leadership training. Regarding the revision of the Statutes, this has been progressing slowly given the fact that commitment from stakeholders is uneven. However, the regional representation has been providing support and the observations of the Joint Commission have now been received; it is therefore hoped that the process will conclude in the second half of the year.

## Business Line II: DISASTER AND CRISIS MANAGEMENT

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

**Outcome 2.1:** Red Cross National Societies, through their network of branches, have enabled communities to better understand trends (urban risk, climate change, migration and violence) that increase the impact of disasters and crisis in their lives, and to develop appropriate integrated responses.

### Output 2.1.1 Key humanitarian trends are integrated into disaster crisis plans and programmes

Indicators	BL	Annual Target	Implementation to date
Provide support for the strengthening of the National Society in community preparedness, disaster risk reduction, urban risk and adaptation to climate change		10%	Reference information and documentation has been provided to the National Society.
In 2012, the operational framework for water and sanitation is designed and disseminated in the Uruguayan Red Cross.			The operational framework for health has been disseminated and has contributed to the national operational framework which has as main components CBHFA, first aid, HIV, and psychosocial support.

### Output 2.1.2 URBAN RISK approaches are adopted in disaster and crisis management:

Indicators	BL	Annual Target	Implementation to date
Provide support for coordination and technical advice on disaster preparedness, effective and efficient response			An induction workshop on Risk Management/Reduction is scheduled before the end of 2012.
In 2012 the URC has urban risk considerations to be inserted into their contingency plans	0	1	The contingency plan of the National Society will be developed in the second semester. In this plan urban risk considerations will be included.

### Output 2.1.3 CLIMATE CHANGE adaptation is integrated into disaster and crisis management:

Indicators	BL	Annual Target	Implementation to date
In 2012, URC is involved in the establishment of an internal epidemiological early warning	0	1	An emergency reporting system has been shared with the National Society. A new, more

system through regional health networks, linked to the DM system			practical format is still in the validation process.
In late 2012, climate change considerations are included in URC contingency plans	0	1	The elaboration of guidelines to introduce the climate change component in the area of health is pending.

### Comments on progress towards outcomes

The regional representation's role in the integration of emerging humanitarian trends in plans and programmes of the URC has focused so far on providing information to the CRU headquarters, sending updated documentation on the programmatic areas and humanitarian trends. Given that the URC has changed technical teams in the last 2 years, there has been a significant loss of knowledge in technical areas, therefore training is needed on the basics. As a result, a workshop is being prepared on induction in management and risk reduction which is planned for the end of 2012. On the other hand the National Society is in need of a national contingency plan, which can be begun once the National Society has strengthened its knowledge, both at headquarters level as well as in the branches, During this first semester there was a visit from the risk management focal point in the zone office who tried to establish a road map with the counterpart of the National Society, although this had limited success. Also included in the induction workshop for risk management/reduction, will be technical advice on disaster preparedness and efficient and effective response.

It should be noted that the accomplishments in health have been particularly positive. In the last year the URC has increased its activities in health thanks to the recruitment of a national coordinator who has made use of Federation policies and information provided to draw up an action plan in accordance with the objectives and the needs of the country. Thanks to this coordination, actions have begun in CBHFA, HIV, First Aid, harm reduction and psychosocial support. The areas of road safety and blood donation will also be strengthened jointly with the youth department.

### Business Line 3: TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT

**Outcomes:** 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.

**Outcome 3.1. Red Cross National Societies, through their network of branches, demonstrate leadership through adopting policies, procedures and practices which promote social inclusion, non-discrimination and a culture of peace in their the manner in which work internally, with communities and with other beneficiary groups.**

#### Output 3.1.1. National Society leadership and institutional capacity for partnership exist.

Indicators	BL	Annual Target	Implementation to date
In 2012, URC Red Cross has an updated operating agreement signed with PAHO in areas that correspond to the cooperation programme.	0	1	This process is planned for the second semester.
In 2012, URC reviews its national health plan and develops institutional partnerships.	0	1	The URC has an operational framework which covers strategic key areas of health and which are consistent with the global framework of the IFRC. The operational framework focuses its support on projects related to CBHFA, mobile units and reduction of smoking.

#### Output 3.1.2 URBAN RISK is integrated into National Society programming

Indicators	BL	Annual Target	Implementation to date
The URC develops and implements the risk approach in urban planning and programmes.			Documentation and technical support have been provided.

### Output 3.1.3 CLIMATE CHANGE is integrated into National Society development programming

Indicators	BL	Annual Target	Implementation to date
The URC has a roadmap for introducing climate change as a component in the health process.	0	1	No guidelines on climate change have been disseminated; this will be carried out in the second semester.

### Output 3.1.4 MIGRATION is integrated into National Society programming

Indicators	BL	Annual Target	Implementation to date
The URC is informed on issues related to migration through regional health networks and online.	0	1	No guidelines on migration have been disseminated; this will take place in the second semester.

#### Comments on progress towards outcomes

During the first six months of the year, the operational framework was established in the area of health. Other activities related to these indicators will be carried out in the second half of 2012.

**Outcome 3.2. Red Cross National Societies, through their network of branches, have 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 National Societies addressing major trends and challenges contributing to vulnerability

Indicators	BL	Annual Target	Implementation to date
In late 2012, at least 40% of the branches of CRU develop their operational plan in line with its new strategic plan.	0	1 plan 40% of branches	At the request of the National Society, work on the operational plans has been rescheduled for 2013.
The URC module on chronic non-communicable diseases is validated.			Scheduled for the second half of the year.
The URC is involved in the mapping of maternal and child health at regional level			A survey on work experience in the area of maternal and child health has been developed; dissemination of the study is pending.
The URC shares reports on CBHFA, harm reduction, road safety and initiatives that contribute to progress in key areas.			The URC is reporting quarterly on its activities in CBHFA.
The URC reports on HIV activities for			The URC issues timely reports on activities in

future inclusion in the Global Alliance.			HIV. This National Society is strengthening this area in order to be part of the Global Alliance in HIV in future.
The URC improves its capacity in prevention and behaviour change.			A Latin American workshop on behaviour change is planned for the second semester of the year.

#### Comments on progress towards outcomes

The CRU has carried out strategic actions in recent months. The agenda in health has strengthened inter-institutional relations since the National Society has worked with public institutions, resources have been mobilized for the implementation of joint activities and interest on the part of volunteers has increased. In addition, the regional representation is currently supporting branch initiatives in the area of HIV. A workshop on treatment and care for PHIV is planned in the second half of the year.

Since the Uruguayan Red Cross has postponed work on its Strategic Plan, work on the operational plans of the branches has also been postponed for next year, since it is essential that these are aligned with the Strategic Plan.

**Outcome/output 3.5. Volunteers of National Societies, 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.**

Indicators	BL	Annual Target	Implementation to date
During 2012, the URC develops the national Volunteer Plan with the participation of at least 70% of the branches,	0	1 plan 70% of branches	At the request of the National Society, work on the volunteering plan has been rescheduled for 2013.

#### Comments on progress towards outcomes

On the issue of volunteering, support has been provided both from the regional representation as well as from sister National Societies in the framework of peer to peer support. Although this is an area of priority for the National Society, a number of factors have made it impossible for achievements to be made; on the one hand, significant rotation of staff members working as the focal point has complicated the development and follow up of a plan of action, and on the other hand, diverse institutional and financial difficulties that the National Society has been facing have resulted in a focus on areas which have greater priority.

CBHFA is the new methodology for working with volunteers; currently there are 14 facilitators who were trained in a national workshop and who are developing proposals in the branches of Artigas, Flores, Montevideo and Paysandu, which will be replicated internally. One of the first communities where awareness-raising has taken place is Piedras Blancas, where members of the community have been working on issues such as: family planning, safe maternity, nutrition, acute respiratory infections, HIV and STI, stigma and discrimination, road safety and use of psychoactive substances.

#### **Business Line 4: TO 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.

**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, media and other actors.

**Output 4.1.1.** National Societies become a source of reference information for humanitarian issues and vulnerability reduction

Indicators	BL	Annual Target	Implementation to date
The World Disasters Report is publicly released and used for communication and positioning of the URC			Scheduled for October 2012.

#### Comments on progress towards outcomes

The World Disasters Report will be released in the last quarter of the year. The launch of the World Disasters Report is to be used for better positioning of the Uruguayan Red Cross in the country. It is planned to hold a public event to promote the document in the presence of media, academic institutions, the private sector and the Uruguayan government.

**Outcome/output 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.

Indicators	BL	Annual Target	Implementation to date
The URC participates in regional and international meetings on key health issues (risk management, violence and migration, current trends).			Scheduled for the second half of the year.

#### Comments on progress towards outcomes

In the area of health, meetings are planned for the exchange of experiences with a view to the use of new methodologies during the second semester; in addition to a workshop on CBHFA and behaviour change, various meetings with public and private institutions are planned for the second half of 2012.

**Outcome 4.3.** National Societies and donors invest increasing financial and human resources to improve National Societies' abilities to deliver internal support services as the way forward for providing strong programming.

**Output 4.3.1.** Resource mobilisation capacities and efforts of the National Societies are scaled up to inspire more reliable contributions to the Red Cross Red Crescent

Indicators	BL	Annual Target	Implementation to date
In 2012, the URC is supported to ensure the elaboration of a national strategy for Resource Mobilization and its development.			The National Society has begun to take its first steps towards the development of a national plan for resource mobilization. It has a person dedicated to the area of work. The NS will focus in particular on partnerships and corporate social responsibility.

#### Comments on progress towards outcomes

During the first semester, a number of steps were taken towards the development of resource mobilization within the National Society. With the support of Japanese Red Cross Society, the URC hired an experienced technician in the area and has also benefited from the support of a volunteer in public relations. The regional representation has provided relevant documents including the strategy of the Federation for the mobilization of resources and the manual on partnerships with the corporate sector. During the second semester, it is intended that a member of staff from the zone office RM unit visit the National Society in order to provide technical support for the drawing up of the URC national plan for resource mobilization.

### **Business Line 5: TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY**

**Outcome 5.1:** A knowledge network is established to provide a framework to disseminate innovations; promote horizontal cooperation and improve programming capacities in administration and finance, IT/Telecom, human resources, logistics and planning, monitoring, reporting and evaluation.

**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:

Indicators	BL	Annual Target	Implementation to date
The URC has contributed through the working groups and its participation in the XIX Inter-American Conference	0	1	The National Society participated fully in the Inter-American Conference; both governance and management were represented with the attendance of the President and Secretary General.

**Output 5.1.3.** The National Societies participate in the Federation-wide communication strategy

Indicators	BL	Annual Target	Implementation to date
In 2012 the URC produces a participatory national communications plan.	0	1	Rescheduled for 2013

#### **Comments on progress towards outcomes**

As is the case for the strategic plan, given the lack of human and financial resources and the need to prioritize other issues, the National Society has decided to reschedule the preparation of the national communications plan for 2013.

**Outcome 5.2.** National Societies' access and ability to use affordable technologies are improved, increasing outreach in a self-sustaining manner by bridging the digital divide.

**Output 5.2.1.** Peer-to-Peer initiatives are promoted among National Societies and disseminated through the knowledge network.

Indicators	BL	Annual Target	Implementation to date
In 2012, the URC participates in peer-to-peer initiatives and receives support in programmes			The URC benefited from support from the Argentine Red Cross and the Venezuelan

and / or services from other National Societies		Red Cross for the holding of a CBHFA workshop.
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#### Comments on progress towards outcomes

The National Society has certain weaknesses in its programmes and services. Support can be provided by other National Societies that are more developed in areas such as volunteering, health, risk management, communication and resource mobilization. The regional representation is ensuring impetus for this kind of collaboration which is working well.

**Outcome 5.4: National Societies have a strategic plan aligned with Strategy 2020 and report to their stakeholders on their results.**

**Output 5.4.1. National Societies in the Americas have a plan aligned with Strategy 2020 and report data on Federation wide reporting indicators.**

Indicators	BL	Annual Target	Implementation to date
In 2012, the URC prepares its strategic plan with the participation of at least 70% of its branches, including major humanitarian trends and aligning it with Strategy 2020.	0	1 Plan 70% Branches	At the request of the National Society, the development of the Strategic Plan is scheduled to take place in 2013.
In 2012, URC receives support for the development of PMER tools and processes.	0	1	Rescheduled for 2013.

#### Comments on progress towards outcomes

The National Society has decided to postpone the development of the Strategic Plan until next year. There are several reasons for this postponement including the need to make an assessment of the current Strategic Plan as a basis for the development of the following Plan. This represents human, material and financial resources that are currently not available. Furthermore, the National Society has prioritized the completion of its Statutes. In addition, the URC has decided to work on the development of PMER tools and processes in 2013.

**Outcome 5.6: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies.**

**Output 5.6.2. National Societies in the Americas region have improved their capacity in the area of finance and therefore have achieved some common goals of a well functioning finance department, enabling them to move from the working advance (WA) system to the Cash Transfer system (CT System):**

Indicators	BL	Annual Target	Implementation to date
In 2012, the URC has established mechanisms and procedures in accounting and financial administration.			Scheduled for the second semester of 2012.
In 2012 URC establishes terms of references for technical and financial audits			Scheduled for the second semester of 2012.

#### Comments on progress towards outcomes

The area of finance in the National Society is quite weak; the URC continues to work with outdated procedures which do not result in harmonized finance systems throughout the National Society. While there are administrative-accounting procedures, they are not known by everyone or are not standardized

throughout the National Society. It is therefore paramount to strengthen this area. Many steps need to be taken, among others, to bridge the digital divide and to work jointly in the headquarters and the branches on standardized procedures. In order to do so, in the second half of the year it is planned to carry out activities such as: participate in communities of practice and exchange information on financial procedures. The regional representation ensures periodic financial monitoring of the projects funded by the Federation, as well as providing technical support.

## Key Risks or Positive Factors

### PLEASE ADD INFORMATION RE KEY RISKS AS RELEVANT

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
a) Operational weakness	M	a) The development of a resource mobilization plan.
b) Inappropriate management structure, due to the lack of strategy and resources.	H	b) Provide advice and support for the elaboration of a Strategic Plan.

## Lessons learned and looking ahead

The efforts carried out to strengthen the institutional development of the National Society are unsatisfactory. The National Society remains to be weak, without a clear definition of roles and functions between the government and the management, without strategic guidelines that mark the work of the National Society, with little coordination between the headquarters and the branches, a significant lack of volunteers and few opportunities for resource mobilization, with less professionals that technically support and give continuity to the programmes and projects of the National Society. The risk of having integrity issues is high. The steps are as follows: support for the finalization of the Statutes and the launching of the development of the National Society's strategic plan.

## Financial situation

During this reporting period, expenditure for development programmes amounted to 26,000 Swiss francs.

[Click here to go directly to the financial report](#)

## 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.

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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 nonviolence and peace.

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

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