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Uruguay Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAAUY001
20 May 2012

**This report covers the
period 01 January 2012
to 31 December 2012.**

*URC volunteers demonstrate first aid on
public roads. Source: Uruguayan Red
Cross, 2012*



Overview

The internal crisis that affected the Uruguayan Red Cross (URC), which prevented the implementation of several activities, ended. However despite the efforts of the National Society, its leadership in particular, and the support of the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), the URC has not yet achieved an organic and financial stability it needs to carry out the plans that were made for this year. The absence of a strategic plan and the lack of a stable management structure play against the URC. In this regard, from July 2012 onwards, the URC no longer has loaned technical staff in the areas of health, risk management, and coordination of programmes, which has stalled further implementation of activities and support to the branches.

Nevertheless, it should be noted that some areas continue working with volunteer staff, as is the case of the Department of International Humanitarian Law and of Communication. On the other hand, with the support of the Luxembourg Red Cross a project of mobile polyclinics is being launched which will provide services to vulnerable people, travelling 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	68.048,52 CHF
Health Programme - IFRC	3.044,00 CHF
Croix Rouge Luxembourgeoise	195.000 CHF

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 maintains the network to exchange experiences and work on comprehensive guidelines for action lines.
In 2012, the URC participates in webinars to better understand trends within the regional context.			A health-related exchange of experiences with Argentina, Venezuela and Peru took place.
The National Society is involved in the online platform as a user.			There are 11 registered users "DesAprender" and three volunteers have registered in the learning platforms. Also, the National Society has used the Spanish Red Cross learning platform for volunteer training (figures are still pending).

Comments on progress towards outcomes

Starting in July, after completing the institutional strengthening project funded through the IFRC, the National Society no longer has a paid technical team. In this regard, momentum that had begun with the exchange of experiences with other National Societies decreases considerably. It is worth noting that this situation has stopped technical support to the branches.

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 Target	Implementation to date
In 2012, the URC makes a technical and financial audit.	0	1	This activity has not been done. Postponed until 2013

Comments on progress towards outcomes

After their June 2011 general election of the National Society one of the priorities of the new governing board was the development of a financial audit. It has been postponed for several reasons and, to this date, it has not been carried out. From the Country Representation, technical advice has been offered for the establishment of terms of reference. Still pending a visit to the National Society from technical staff from the zone.

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	0	In June, the institutional strengthening project financed by Japanese Red Cross, which covered the costs of three technical experts was finished. After this, the URC has decided to dispense with the services of these staff members, now having the departments directed by volunteerism.
In 2012, the URC has a leadership workshop with headquarters and with at least 60% of the branches, with emphasis on the participation of young.	0	1	The URC carried out a workshop in coordination with the ICRC where 25 people from 6 branches and headquarters participated.
In 2012 the URC receives training for a greater understanding and applicability of the Principles and Values of the Movement			
In 2012, support is provided for the completion status and the elaboration of rules and a Code of Conduct	0	30%	The statutory revision process continues. Still not working on the internal rules or the Code of Conduct.

Comments on progress towards outcomes

The modernization and professionalization of the National Society has been cut short due to the finalization of a project that provided the costs of technical staff, now having these departments be coordinated by volunteerism which, although highly motivated, does not have the time necessary to carry out the bulk of the work. It is also worth noting that, although the National Society has at many times changed its organizational chart, it has still not been defined.

A workshop on Institutional Strengthening was carried out in coordination with the ICRC, in which 25 people participated (twenty women and five men) from six branches and the headquarters. Some issues addressed were: applicability of Principles and Values; Strategy 2020 and the Inter-American framework for action. The average age of the participants was over 65. There has not been representation from all the departments and there is clear resistance to change. In this sense, generational renewal and a new work philosophy are necessary.

The matter of the statutory revision is very slow, the Statutes Commission does not meet as often as needed to move forward adequately. The desire to end the review is unequal in the National Society. At the moment, the regional representative accompanies the process; of which the observations of the Joint Commission

were received. At the end of the reporting period, the Statutory revision was still not finished and will be postponed until 2013.

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 the preparation of the community and risk reduction, in terms of disaster preparedness and risk-based urban community, also in the reduction of disaster 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 Uruguay Red Cross.			The health operational framework has been socialized, which has contributed to the construction of the national operational framework, taking as key action points community-based health and first aid (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	0	0	A workshop on new humanitarian trends was planned but has not been carried out due to problems in the National Society agenda.
In 2012 the URC has urban risk considerations to be inserted into their contingency plans	0	0	It has not been carried out due to the lack of a technical focal point in the National Society.

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 system through regional health networks, linked to the DM system	0	1	An emergency reporting system has been shared with the National Society. A new, more practical format is still in validation.

In late 2012, the National Society counts on climate change considerations to be included in their contingency plans	0	0	Still pending on the elaboration of guidelines to introduce the climate change component in health.
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Comments on progress towards outcomes
<p>Our role in the integration of emerging humanitarian trends in plans and programs of the National Society has focused so far, in providing information to the CRU headquarters, sending updated documentation of the programmatic areas and the humanitarian tendencies. Given that URC has changed technical teams in the last 2 years, there has been a great loss of knowledge in technical areas, so training must be given on the basics. The realization of a workshop on basic management induction and risk reduction was planned but has not been held for various reasons, including not having a referent in this area in the National Society.</p> <p>What must be highlighted is that the achievements in health have been much more positive. The National Society, with the hiring of a technician in health, had increased its activities in health capitalizing on information and the Federation's policy through a plan of action in accordance with the objectives and needs of the country. This development in health has been interrupted since the National Society does not have technical staff in this area.</p> <p>Inserting urban risk considerations into contingency plans, has failed since to date the National Society does not count on these plans. All the information relevant to the topic has been provided and technical support has been given for its elaboration.</p>

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 the updated operating agreement signed with PAHO in areas that correspond to the cooperation program	0	0	This process has been rescheduled for 2013
In 2012, URC reviews its national health plan and develops institutional partnerships	0	0	No progress has been made with the national health plan since the National Society does not have a referent in this area.

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 programs.	0	0	Documentation and technical support has been given, but has not progressed due to the changes of referents and not having a technical

			structure in the National Society.
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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	0	No guideline on climate change has been disseminated.

Output 3.1.4 MIGRATION is integrated into National Society programming

Indicators	BL	Annual Target	Implementation to date
The National Society is informed on issues related to migration through regional health networks and online.	0	0	No guideline on migration has been disseminated.

Comments on progress towards outcomes
The lack of technical staff, the rotation of referents in various areas and the difficulties in management that the National Society faces is the main reason for this lack of progress. On the other hand, there has also been a lack of guidelines by the Secretariat regarding migration and climate change.

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 operating plan in line with its new strategic plan.	0	0	By request of the National Society this has been rescheduled for 2013.
The URC module validates the chronic non-communicable diseases			It has not been carried out by the National Society due to lack of a health focal point.
The URC is involved in the mapping of maternal and child health at regional level			The survey on the work experience of maternal and child health has already been developed; the dissemination of the study is still pending.
The URC reports CBHFA shares harm reduction, road safety and initiatives that contribute to the key elements.			The first semester report was received but CBHFA has not been implemented since July 2012.
The URC reported HIV activities for future incorporation to GA			The first semester report was received but the National Society has not implemented activities in HIV since July 2012.
The URC improves its capacity in prevention and behavior change.			A Latin American workshop on behavior change has been implemented but the National Society has not participated.

Comments on progress towards outcomes

Since the Uruguayan Red Cross has arranged postpone the Strategic Plan, the operational plans of the branches also have had to be postponed for next year, as they have to be aligned with the new strategic plan (it will be done in 2013).

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, with the participation of at least 70% of the branches, the national Volunteer Plan	0	0	By request of the National Society this has been rescheduled until 2013.

Comments on progress towards outcomes

On the matter of Volunteering, support has been being given both from the regional representation, as well as from other National Societies in the framework of cooperation between peers. Although it is an issue that worries the National Society, there are various circumstances that have made it impossible for achievements, on one hand, the excessive rotation of Staff and the diverse institutional and economical difficulties that have been happening within the National Society, which has been focalizing on other issues.

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 URC	0	0	Not done.

Comments on progress towards outcomes

The lack of a National Society management team and the lack of programme focal points have resulted in the non-realization of any activity aimed at disseminating the World Disaster Report.

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
URC participates in regional and international meetings on key health issues (risk management, violence and migration, current trends)			The URC has not participated in meetings that have been held.

Comments on progress towards outcomes
During the second semester, health-related meetings for the exchange of experiences and the insertion of new methodologies have been held. At the same time a CBHFA and behaviour change workshop was carried out, but the National Society has not participated since it does not have a health focal point.

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, URC is supported for the elaboration of a national strategy for Resource Mobilization and Development	0	0	By request of the National Society the RMD Plan was rescheduled for 2013

Comments on progress towards outcomes
During the first semester, some steps were taken in the establishment of an area for resource mobilization and development of the National Society. With support of Japanese Red Cross, the National Society hired an experienced technician in the area, but at the end of the project the National Society has not continued with technical support. The Buenos Aires Office provided technical support and documents relating to the topic, among which we can highlight: internal strategy of the Federation for the mobilization of resources and the manual for the "Alliances with companies to add in positive". Despite being an issue of crucial importance for the National Society, it has decided to postpone the implementation of the National Plan for resource mobilization for 2013.

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 to the XIX Inter-American Conference	0	1	The National Society has had a full participation in the IAC, 100% done.

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

Indicators	BL	Annual Target	Implementation to date
In 2012 URC produces participatory National Communication Plan	0	0	Rescheduled for 2013.

Comments on progress towards outcomes

Due to lack of human and financial resources and needs to prioritize other issues, the National Society has decided to reschedule the preparation of their 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 initiatives and receives support in programs and / or services from other National Societies			This has been achieved through the participation of the Venezuelan Red Cross and Argentine Red Cross (via online) on a CBHFA workshop.

Comments on progress towards outcomes

The URC is a National Society that has certain weaknesses in its programs and services. These weaknesses can be supported by other National Societies that are more developed in certain subjects such as volunteerism, health, risk management, communication and resource mobilization. The office in Buenos Aires has been promoting such initiatives, but has not been able to develop more due to the lack of technical staff in the National Society.

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, URC prepares its strategic plan, with the participation of at least 70% of its branches incorporated major humanitarian trends and aligning it with the 2020 Strategy	0	0	By request of the National Society the Strategic Plan has been rescheduled for 2013
In 2012, URC receives support for the development of tools and processes PMER.	0	0	Rescheduled for 2013

Comments on progress towards outcomes

Regarding the development of the new strategic plan, the National Society has decided to postpone such development for next year. There are several reasons: first, the need to make an assessment of the current strategic plan as a basis for the development of the next. This represents a cost in human, material and financial resources that currently are not available. Also, the URC has decided to postpone the development of PMER tools and processes for next year.

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 and accounting and financial administration within the finance area.			Rescheduled for 2013
In 2012 URC establishes terms of references for technical and financial audits			Rescheduled for 2013

Comments on progress towards outcomes

The finance area still needs strenghtening. The current situation of the URC does not allow harmonized and unified finances within the National Society. While there are administrative-accounting procedures, they are not known by everyone or are not standardized on all the URC. Many steps need to be taken, among others, to break the digital divide and to work jointly, both in the headquarters and the branches, on standardized procedures. The URC plans to do this on 2013, including actions such as a building a community for the exchange of financial procedures and good practices.

Finally, it is worth noting that from the office in Buenos Aires periodic financial monitoring of IFRC-supported projects is cosistently carried out. All relevant information from this anaysis is shared and technical support is given to the National Society to look for solutions for possible problems that may arise.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
a) Operational weakness	H	a) Develop a Resource Mobilisation Plan
b) Wear of its management structure due to the lack of strategy and resources.	H	b) Advise and support the elaboration of a Strategic Plan and professionalize / modernize management

Financial situation

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

http://www.ifrc.org/docs/LTPF Process/LTPF/2012/SP246UYLTPF_12arf.pdf

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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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

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