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Uruguayan Red Cross Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAAUY001

14 May 2014

**This report covers the
period 01 January 2013
to 31 December 2013.**

*The five-kilometer race to celebrate the
150th anniversary of the Red Cross.
Source: Uruguayan Red Cross*



Overview

In March 2013, during the visit of the director of the IFRC Americas zone office, and together with the International Committee of the Red Cross (ICRC), the Uruguayan Red Cross (URC) established a roadmap for the following activities: completing the statutes, hiring a managing director, development of national programmes, strengthening of volunteering, improving communication (internal and external), as well as the standardization of procedures and systems. However, despite the best efforts of the National Society and the support of the International Federation of the Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), achievements have not been significant.

As a consequence of not completing the statute, the headquarters office has not been professionalized, the national programmes have not been developed, and there are no standardized procedures and systems in place. While the management of volunteering is very precarious, a workshop to strengthen volunteering was conducted with 12 branches, and many inputs were obtained on this occasion. The resulting information was used to establish a new roadmap, and became the basis for the preparation of a concise strategic plan (completed in December 2013)

Nevertheless, it should be noted that the thematic areas continue working with volunteer staff and with very few resources (except for the health programme, which received funding from the Luxembourg Red Cross). The volunteer staff at the headquarters office is motivated and wants to work with communities; they nevertheless need greater autonomy in their work and a clear definition of roles.

Working in partnership

Operational partners	Agreement
IFRC	Multilateral agreement
Luxembourg Red Cross	Bilateral agreement
Spanish Red Cross	Bilateral agreement

Progress towards outcomes

Business line I: Humanitarian Standards

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 1.1.1 Humanitarian access is addressed through learning and action

Indicators	BL	Annual target	Year to Date Actual
Humanitarian diplomacy is promoted	Current situation	Undefined target	50%
In 2013, the Uruguayan Red Cross (URC) together with the competent Argentine Government bodies participated in the elaboration of Disaster Law (DL).	0	Disaster Law elaborated	40%

Comments on progress towards outcomes

There have been several contacts made with the Uruguayan government. In the month of April, the director of the Americas zone office visited the National Society and held high-level meetings with the secretary of the Presidency and with the director of the United Nations. On the other hand, in August, the person responsible for the National Emergency System of the Uruguayan government visited the zone office where he met with the Head of Operations and the Pan-American Disaster Response Unit (PADRU). Concerning the Disaster Law, a desk survey is being carried out from the zone office on law and regulations for risk reduction of in case of natural disasters in Uruguay.

Output 1.1.2 External trends are better understood and promoted within the National Society.

Note: This output is equivalent to output 1.1.3 from 2012 (“Urban risk reduction, climate change adaptation, migration and violence prevention, non-communicable diseases are better understood and promoted within National Societies”), redefined in 2013.

Indicators	BL	Annual target	Year to Date Actual
In 2012, knowledge about current trends in HIV, mother-child care, non-communicable diseases, violence and road safety are expanded and shared.	0	Undefined target	No progress in 2012, moderate progress in 2013.
In 2012, URC participates in webinars to better understand trends in a regional context	0	Undefined target	50%
In 2012, the National Society participates as a user of the online platform	0	Undefined target	Users in 2012: 13 Users in 2013: 33
In 2013, URC receives training and documentation on external trends	0	Undefined target	100%
In 2013, URC participates in at least 50% of the regional and/or continental meetings on external trends.	0	50%	100%

Comments on progress towards outcomes

In 2012 URC began to form part of a team of facilitators at the regional level in matters of health; however, since July the activities have been paralyzed because the National Society no longer has a reference person. In 2013, and in the framework of a community health project, funded by the Luxembourg Red Cross, the National Society once again resumed the community health work. On the other hand, in November 2013, the National Society participated in a community-based health and First Aid (CBHFA) workshop organized by the Americas zone office.

Regarding the participation in webinars, the National Society participated only in the first half of 2012. During 2013 no virtual seminars were carried out.

In regards to the Learning Platform, URC took a significant leap, and the number of its users has increased by more than 150%.

In 2012, the National Society received documentation regarding external trends, and in 2013 the staff was trained on the topic. In the framework of the workshop entitled "Strengthening of volunteering of the URC" organized and executed by IFRC and ICRC, the following topics were discussed: volunteering, urban risk and community resilience, new communications technologies in disaster response, safer access and restoring family links. Eleven branches participated (departmental committees), 2 sub-branches (local committees) and the central headquarters. The total number of participants: 49 (33 women and 16 men)

In terms of participation in regional and continental meetings on external trends, in 2013 URC participated in the following meetings: Pre-disaster/Pre-hurricane continental meeting (June); workshop on the creation of urban resilience (September); CBHFA workshop (November); workshop on planning, monitoring, evaluation, and reporting of projects (November).

Outcome 1.2: The collective understanding of the capacities, resources and services of the National Society has been improved.

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

Indicators	BL	Annual target	Year to Date Actual
In 2012, URC performs a technical and financial audit.	0	1	0% Rescheduled for 2013 and again for 2014

Comments on progress towards outcomes

Following the June 2011 general election of the National Society, one of the priorities of the new governing board was the development of a financial audit. For various reasons it was postponed for 2013. It began in the last quarter of 2013, and at the closing of this report it hasn't been completed.

Outcome 1.3: National Societies in the Americas assess their own capacity and performance to provide better services.

Output 1.3.1 Organizational Capacity Assessment and certification (OCAC) process established

Indicators	BL	Annual target	Year to Date Actual
The National Society receives information about the OCAC process	0	Information received	0%
The National Society carries out its self-assessment	0	1 self-assessment	0%

Comments on progress towards outcomes

This process has been rescheduled for 2014.

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

Output 1.4.1 Educational and knowledge-sharing platforms are mainstreamed in the National Societies, increasing the learning opportunities for staff and volunteers. (Output modified from 2012: The capacity of the National Societies to provide qualifications and professional skills to volunteers and staff at all levels, is strengthened.)

Indicators	BL	Annual target	Year to Date Actual
In 2012, URC modernizes and professionalizes its management structure	0	1	0% No progress from the second half of 2012 nor through 2013; it has been rescheduled for 2014
In 2012, URC carries out a leadership workshop in the central headquarters and at least 60% of the branches, with emphasis placed on the participation of young people.	0	1	100%
In 2012, URC received training for a greater understanding and applicability of the Principles and Values of the movement	0	1	100%
In 2012, support is given to URC for the finishing of the statute and the elaboration of the rules and procedures, as well as the Code of Conduct.	0	3	0% No progress during 2012 nor through 2013; it has been rescheduled for 2014
By the end of 2013, URC has basic procedures within human resources.	0	1	0%
In 2013, the headquarters has hired at least two people for the management and as referents in each of the essential areas.	2	2	0%
In 2013, URC has an Executive Directorate	0	1	0%
In 2013, URC has increase by 20% the use of the IFRC Learning Platform (e-learning) in comparison to 2012.	13 users in 2012	20% increase	33 users in 2013 (150%)

Comments on progress towards outcomes

Through funding from Spanish Red Cross and Japanese Red Cross three people were hired for the management of URC, due to the institutional crises that existed in the first half of 2012, which resulted in early elections and a change of government in the National Society; added to this were the economical difficulties the National Society was undergoing, which prevented the National Society from carrying out a process of modernization and professionalization. Numerous changes have occurred regarding the organizational chart as well as the people responsible for the programmatic areas. No progress has been made during 2013

A workshop on institutional strengthening was carried out in coordination with ICRC. Twenty-five people participated (5 men and 20 women) from 6 branches and the central headquarters. The workshop addressed the following themes: applicability of the Fundamental Principles, Strategy

2020, Inter-American Conference, and the Montrouis Commitment.

The completion of the statute, rules and procedures, and the Code of Conduct has been rescheduled for 2014.

The National Society has no Human Resources procedures; the training through communities of practice has begun but the National Society has not participated. The National Society has very little staff, the management is being carried out by volunteers, with much commitment but with very little time to participate in online trainings. The regular staff of the National Society is of old age and does not have technological skills. The hiring of an executive management is conditional upon the completion and approval of the new statutes, as the corresponding positions are not contemplated in the existing statutes. A large breakthrough has been made regarding the use of the Learning Platform, which went from 13 people in 2012 to 33 in 2013.

Business Line II: Grow Red Cross Res Crescent Services for vulnerable people

Outcome 2.1: National Societies, through their network of branches, adopt integrated sectorial approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crisis in their lives.

Output 2.1.1 Community-based tools/approaches to address emerging trends are adopted in disaster and crisis management (Outcome 2.1.1. year 2012: Key humanitarian trends are integrated into plans and programs of disaster or crisis)

Indicators	BL	Annual target	Year to Date Actual
In 2012, support is given to the strengthening of the National Society in community preparation and risk reduction, in terms of urban risk and community-based disaster preparedness, also in the disaster risk reduction and adaptation to climate change	0	Undefined target	Rescheduled and done in 2013
In 2012, the operational framework for water and sanitation is designed and disseminated in the Argentine Red Cross.	0	1 framework	100%
In 2013, the URC has a national risk management programme with the main trends incorporated.	0	1	0%
In 2013 URC has a National Response Plan	0	1	0%
In 2013, URC has a national health programme with the main trends incorporated.	0	1	0%
In 2013 URC receives information on new humanitarian trends.	0	1 workshop	100%

Comments on progress towards outcomes

In 2012 a workshop on basic induction to management and risk reduction was planned but due to problems with the agenda it was rescheduled for 2013. In September 2013 the workshop was carried out with the participation of 49 people, 11 branches and 2 sub-branches and the central headquarters. The themes were: urban risk and community resilience, disaster response and new technologies, communication and the use of social networks, restoring family links and efficient

functioning as a Federation. On the other hand, the URC participated in the pre-hurricane continental meeting carried out in Colombia, organized by the Americas zone office.

Output 2.1.2 Urban Risk approaches are adopted in disaster and crisis management

Indicators	BL	Annual Target	Year to Date Actual
In 2012, provide support for coordination and technical advice on disaster preparedness, effective and efficient response	0	1 workshop	Rescheduled for 2013 Done in 2013
In 2012, the National Society takes into account the considerations of urban risk to be included in their contingency plans.	0	1	Not done in 2012. Rescheduled for 2013 and again for 2014
Comments on progress towards outcomes			
The National Society has received training on disaster preparedness through a workshop provided by PADRU. It didn't prepare contingency plans due to a lack of resources.			

Output 2.1.3 Climate change adaptation is integrated into disaster and crisis management

Indicators	BL	Annual Target	Year to Date Actual
In 2012, URC is involved in the establishment of an epidemiological early warning system internally through regional health networks, linked to the disaster management system	0	1 early warning system	50%
In late 2012, the URC has updated contingency plans that include climate change considerations	Current plans	Updated plans	Rescheduled for 2014
Comments on progress towards outcomes			
The National Society has decided to postpone the updating of the contingency plans, to include climate change, for 2014.			

Outcome: 2.2: An efficient and effective regional Red Cross disaster and crisis management system in the Americas is en route.

Output 2.2.1 Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests

Indicators	BL	Annual target	Year to Date Actual
URC participates in the National Emergency System meetings in	Current	Undefined	100%

Uruguay	situation	target	
At least 50% of URC branches participate in coordination meetings with the local emergency system .	0	7 branches	100%

Comments on progress towards outcomes

The Presidency of URC reports of its participation in several meetings with the National Emergency System. On the other hand, 11 of the 15 branches of the National Society indicate that there is coordination with governmental and non-governmental actors during emergencies.

Output 2.2.2 The disaster and crisis response system in the Americas will be forward looking through innovation and by taking maximum advantage of the resources trained and available throughout the URC network

Indicators	BL	Annual target	Year to Date Actual
The National Society has at least 5 RIT members available in different areas of training.	0	5	50%
The National Society has at least two people who have done internships in disaster response	0	2	50%

Comments on progress towards outcomes

The National Society has two RIT members available, one of which was trained in 2013. This last one was chosen to be incorporated in a mission as a RIT in January 2014, in El Salvador. A person from URC has participated in an internship for capacity-building from 15 September to 15 December 2013, in Panama. On the other hand, two people from URC participated in the Field School organized by the Americas zone office in the Dominican Republic/Haiti (November-December 2013).

Output 2.2.3 The system of disasters and crisis management of the Red Cross in the Americas is able to face greater vulnerability associated with key humanitarian trends (urban risk, migration, violence and climatic change)

Indicators	BL	Annual target	Year to Date Actual
URC has incorporated new humanitarian trends to its emergency plan.	0	1	0% Rescheduled for 2014

Comments on progress towards outcomes

By decision of the National Society, the elaboration of the emergency plan has been rescheduled for 2014. It should be noted that even though URC does not use tools or standardized procedures in response to disasters, URC has given response to the emergency caused by the floods in Cerro

Largo, leaving 1,200 people affected. A solidarity campaign was conducted together with Channel 4 Monte Carlo TV, requesting donations from the population. The collecting was carried out in the channel's warehouse and the main headquarters of URC; the response from population was massive, donating supplies previously indicated by the National Society.

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

Outcome 3.1. National Society, through their network of branches, demonstrates leadership in promoting the Red Cross Red Crescent.

Output 3.1.1 National Society leadership and institutional capacity for partnership exit

Indicators	BL	Annual Target	Year to Date Actual
In 2012, URC has the updated operational agreement with PAHO in areas that correspond to the programmatic cooperation	1	1	Progress is unknown
In 2012, URC reviews its national health plan and develops institutional alliances	Current plan	Revised plan	0% Rescheduled for 2014
In 2013, URC has the support of the university for the development of their programs in an integrated way.	0	University support	100% For 2013, the National Society has had two interns from the Catholic University

Comments on progress towards outcomes

The Americas zone office was in charge of the operational agreement with PAHO in 2012. In 2013, the National Society counted with the support of two interns from the Catholic University of Montevideo, one specialized in law—who has been linked to the area of Disaster Law and communication; and the other specialized in statistics, who has been linked to the development of the National Society strategic plan.

Output 3.1.2 The IFRC in the Americas actively use beneficiary communications to increase beneficiary accountability under our humanitarian mandate.

Indicators	BL	Annual target	Year to Date Actual
In 2103, URC performs at least one communication activity with beneficiaries.	0	1	100%

Comments on progress towards outcomes

The National Directorate of Risk Management of the National Society has carried out a replica of the communication workshop with beneficiaries; this commitment was made during the pre-hurricane and pre-disasters meeting organized by the Americas zone office in June 2013. The

replicated workshop had an audience of 10 people from different areas of the URC's headquarters office.

Output 3.1.3 The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming. Note: this output refers to the 2012 outputs 3.1.2; 3.1.3; 3.1.4 and 3.1.5, which are incorporated in the following table:

Indicators	BL	Annual target	Year to Date Actual
In 2012, the National Society develops and implements the approach of urban risk planning and programs.	0	Approach implemented	0% Not accomplished in 2012 nor 2013; rescheduled for 2014
In 2012, the National Society has a roadmap to introduce climate change as a component in the processes of health	0	1 roadmap	0% Not done in 2012 nor 2013
The National Society is informed on problems related to migration through regional health networks and using online support.	Current situation	Undefined target	0%
In 2013, at least two humanitarian trends are integrated into the programming of the National Society.	Current situation	Two trends	0%

Comments on progress towards outcomes

The National Society didn't include the key humanitarian trends into its programming. In regards to the elaboration of the Strategic Plan of the National Society, constant technical support and documentation have been given provided. Feedback was also given on two occasions to the drafts sent by the National Society. The final drafts have not been shared.

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 Key humanitarian trends (urban risk, change, climate, migration and prevention of violence) are integrated into community development programs. (Note: the output in 2012 read: The National Societies address the trends and challenges that contribute to vulnerability. .

Indicators	BL	Annual target	Year to Date Actual
In 2012 URC participates in the mapping of mother child health at regional level.	0	Participation	100%

In 2012 URC reports CBHFA actions, harm reduction, road safety and initiatives that contribute to the key elements	0	Various initiatives	Carried out until July 2012. Not done during 2013
In 2012 the URC reported HIV activities for future incorporation to the Global Alliance	0	Undefined target	Carried out until July 2012. Not done during 2013
In 2012 URC improves its capacity in prevention and behavioral change	Current situation	Undefined target	The NS does not participate in the training
In 2012, URC participates in the Global Alliance meeting on HIV-AIDS 2012	0	Participation	100%
In 2013, at least two key tendencies will be integrated in the National Society's social programmes	0	2	0%

Comments on progress towards outcomes

From July 2012 there was a change of the health focal point of the National Society. The new technician focuses on community health activities framed within a project of international cooperation where HIV and CBHFA activities are not covered. HIV activities are set out to begin again at the end of the year inside the youth department. In this regard, on the occasion of the celebration of the Day of the Global Fight against AIDS, the following branches carried out related activities: Rio Negro, Paysandú, Tacuarembó, Soriano, Santa Rosa and the main headquarters of Montevideo. Brochures and condoms were handed out and informational talks were given; also Powtoons (short videos related to this issue) were created and are available on the National Society's official Facebook page.

Outcome 3.3: Red Cross National Societies have forward thinking leadership with the skills and capacity to deliver services to vulnerable people in a sustainable manner.

Output 3.3.2 National Societies improve leadership and management capacity

Indicators	BL	Annual target	Year to Date Actual
In 2013, URC counts with at least two hired people for management	0	2	Rescheduled for 2014

Comments on progress towards outcomes

Technical support has been given for the job description. The resolution depends on an institutional strengthening project presented to the international cooperation in which the hiring of technical staff for the professionalization and modernization of the National Society's main headquarters is established. For the moment, URC does not have funds to hire technical staff.

Outcome 3.4: Volunteers of National Societies, representing all sectors and ages, are involved in all aspects of National Society life from decision making to programme

implementation, and are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding the National Society humanitarian access.

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

Indicators	BL	Annual target	Year to Date Actual
In 2012, URC elaborated the National Volunteering Plan with the participation of at least 70% of its branches	0	1	0% Rescheduled for 2013
In 2013, URC has a National Volunteering Plan (this indicator is included in the project presented to international cooperation)	0	1	0% Rescheduled for 2014
In 2013, URC has a national volunteer registration (included in project submitted to international cooperation)	0	1	30%
In 2013, a volunteering and youth workshop was held with at least 80% of the branches	0	1	100%

Comments on progress towards outcomes

The development of the national volunteer registration has begun, but for now the software needed for its elaboration is not available. Technical support has been given, and other National Societies have been contacted to offer support, share manuals, software, etc. The National Society has requested information from all its branches.

In September 2013 a workshop was held with the participation of 11 of its 15 branches, 2 sub-branches and the main headquarters. The total number of participants: 49 (33 women and 16 men). The workshop included an analysis of the URC volunteering and training on the management cycle of volunteers; this way the participants received information on how to organize and manage the volunteering human resources. Each of the six stages were seen through thematic exhibitions and case studies. On the other hand, meetings were held with representatives of youth to establish a work plan for 2014. Meetings were also held with the national volunteer coordinator, the national youth coordinator, the secretary general and the president to establish the 2014 guidelines for volunteering and youth.

Output 3.5.1 The Red Cross youth will provide the opportunity to learn, innovate, and develop leadership skills by contributing to the generational change within the network of the Red Cross

Indicators	BL	Annual Target	Year to Date Actual
In 2013, URC prepares the volunteering	0	2	0% Rescheduled for 2014

strategy and policy			
In 2013 URC establishes at least one educational brigade	0	1	Educational activities are being carried out

Comments on progress towards outcomes

In August 2013, at the Uruguayan Red Cross Central Committee meeting, the new youth department team was formally assigned. The new focal point is participating in virtual meetings organized from the Americas zone office. The elaboration of a strategy and youth policy has been rescheduled for 2014. .

Under the slogan "Active youth of the world" the International Day of the Volunteer 2013 was held, in order to recognize the volunteers' work in all aspects, and, especially, their contribution to world peace and sustainable human development. The department of volunteering and youth has also organized sports activities, like "MOVE 5km", with massive registration of athletes and the public in general, supported by public and private organizations. Another activity organized by the department was the HIV-AIDS prevention campaign "Well-informed peoples' campaign".

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	Year to Date Actual
In 2012 the World Disaster Report (WDR) was publicly released and is used for communication and positioning of URC.	0	1	2012: 0% 2013: 30%

Comments on progress towards outcomes

There was no public presentation of the document in 2012 nor in 2013. In 2013 the document was posted on the National Society website.

Output 4.1.2 The secretariat and the National Societies actively use social networking capacities

Indicators	BL	Annual Target	Year to Date Actual
In 2013, the National Society has an updated website	0	1	60%
In 2013, the National Society uses social networks as a tool for the dissemination	0	1	Youth use the official Facebook page

of information			
Comments on progress towards outcomes			
The National Society has an unattractive webpage and regularly out of date. With regards to social networks, the URC youth has an official Facebook page. The National Society is reluctant to use new technologies. Two online training activities were carried out on the use of social networks. These activities were coordinated with the area of communication from the Americas zone office.			

Outcome 4.2: Strong links are fostered with governments, the public (especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels. Including representation in key forums to address humanitarian challenges and trends.

Output 4.2.1 National Societies have a higher profile as auxiliaries of the government

Indicators	BL	Annual Target	Year to Date Actual
In 2013, the National Society has shared among the board members the guide on the international Red Cross and Red Crescent movement	0	1 document	100%

Comments on progress towards outcomes			
The guide has been sent to the Uruguayan Parliament via email (30 senators and 99 deputies), together with a letter and 10 hard copies of the document.			

Output 4.2.2 The Federation plays an influential role in inter-agency and intergovernmental forums.

Indicators	BL	Annual Target	Year to Date Actual
In 2012, URC participates in regional and international meetings on key health issues	0	2	0%
In 2013, the National Society is involved in at least two forums, meetings, or inter-agency national events	0	2	100%

Comments on progress towards outcomes			
In the second half of 2012, the Health Department of the Americas zone office organized face-to-face meetings and virtual meetings to encourage the sharing of experiences and the inclusion of new methodologies; however, the URC did not participate in them. In 2013, the URC has made two visits to the Uruguayan government and one visit to the United Nations.			

Outcome 4.3: National Societies and donors invest in increasing financial and human resources to improve National Societies abilities to deliver services and programs.

Output 4.3.1 Resource mobilization and accountability capacities of the National Societies are enhanced to attract more reliable contributions to the Red Cross Red Crescent in an effort to ensure a higher level of sustainability. (The output read in 2012: Resource mobilization capacities and effort of the National Societies are scaled up to inspire more reliable contributions to the Red Cross Red Crescent)

Indicators	BL	Annual Target	Year to Date Actual
In 2012, URC received support for the development of a national resource mobilization strategy	0	1	0%
In 2013, URC has a resource mobilization plan	0	1	0%
In 2013, URC has an external audit in its National Society	0	1	60%

Comments on progress towards outcomes

Regarding the elaboration of a national strategy for mobilization and development of resources, some steps were taken during the first half of 2012. With the support of international cooperation (Japanese Red Cross), a technician was hired for this area, and was provided with information and documentation on the subject. From July 2012, due to the lack of economic resources, the National Society gave up the technician's professional services and stopped the elaboration of the strategy. During 2013 no progress was made since the National Society continued to lack economic resources to hire specialized staff on the subject and the resolution of a project presented to international cooperation was still pending. The activity was rescheduled for 2014.

Regarding the external audit, a company was hired during the second half of 2013 to carry out the audit; to this the date the report hasn't been finished.

On behalf of the secretariat, training in finance has been given through a four-hour workshop, with the participation of 11 branches and 2 sub-branches. The issues which were addressed were: finance procedures as related to *Strategy 2020*; standardization of processes and procedures, and the protection of integrity and Code of Conduct.

The National Society has a nursing school, which is used to mobilize resources, offering specializations in Nursing to about 120 students per year. In the last quarter of 2013, the National Society conducted a campaign to capture partners.

Outcome 5.1: Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.

Output 5.1.1 The National Societies establish peer-to-peer support, horizontal initiatives, regional exchange and shared learning. (In 2012, the output read: A community of practice was established via FedNet and other tools to share information on support services)

Indicators	BL	Annual Target	Implementation to date
In 2013 URC participates in the exchange of knowledge through networks of support services (Administration, finance, human resources, PMER, logistics and IT/telecommunications)	0	6 communities of practice	0% Three communities of practice have been started: HR, IT and communication. The National Society didn't participate in any of them, but it participated in other knowledge-sharing activities.
In 2013, URC uses tools such as FedNet and Elluminate	0	2 tools	100%
In 2013, URC participates in at least 2 peer-to-peer initiatives	0	2	100%

Comments on progress towards outcomes

In terms of participation in learning exchange events, during 2013, the National Society has participated in the following events: the Regional Intervention Teams workshop (April, El Salvador); Continental Meeting for Coordination, Response to Disasters, Crises, and Early Recovery (June, Colombia); Second Haiti Learning Conference (September, Panama); Creating Urban Resilience workshop (September, Panama); Fourth Regional Volunteering Conference in Latin America (October, Ecuador); Health and First Aid community workshop (November, Panama); Workshop on Projects/Programs Planning (PPP) (November, Panama); Americas Field School (November-December, Dominican Republic); Workshop on First Aid in Contexts of Urban Violence organized by ICRC (Brazil). In total, URC has participated in 11 events, and thus the knowledge of 8 members of the National Society has been strengthened.

Regarding peer support, in 2012 URC received the support from a technician from the Venezuelan Red Cross to carry out a CBHFA workshop. During 2013, URC has received support in relation to the sale of First Aid services, through the participation in the National First Aid workshop organized by the Argentine Red Cross

Output 5.1.2 The National Societies of the Americas and the Secretariat successfully organize the 19th Inter-American Conference, defining our key priorities and strategic guidelines for the Americas during the next four years and give follow-up to the results.

Indicators	BL	Annual Target	Implementation to date
In 2012, CRU participates in the 19th Inter-American Conference	0	1	100% done.
In 2013, the URC (at central headquarters and branch level) knows	0	1 training	2 trainings

the Inter-Americana Framework for Action			
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Comments on progress towards outcomes

URC participated in the Inter-American Conference with two of its members—the president and the secretary general—in addition to two government representatives and four management staff.

Two trainings on the Inter-American Framework for Action were carried out at the URC central headquarters; the trainings were attended by 30 people from 6 branches and the headquarters.

Outcome 5.3: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies

Output 5.3.1 Federation policies and best practices on support services are increasingly adopted and implemented by National Societies

Indicators	BL	Annual Target	Implementation to date
In 2013, URC received policies on cooperation and services	0	Cooperation policies and services	50%
In 2013, URC adapts at least one policy on cooperation and services in the National Society	0	1	0% Rescheduled for 2014

Comments on progress towards outcomes

The URC participated in the PPP workshop organized by the Americas zone office, where the IFRC guidelines on planning, monitoring, and evaluation and reporting were presented; other themes of interest of the workshop were: the Evaluation Framework, the PPP and the M&E Guide. On the other hand, a workshop on administration and finance was organized by the office of the country representation and presented the IFRC guidelines, systems and procedures.

Output 5.3.1: 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 develops its strategic plan with the participation of at least 70% of the branches, incorporating the main humanitarian trends and aligning it with the Strategy 2020	0	1	Rescheduled for 2013 In 2013 100% done
In 2012, URC received support for the development of tools and processes in PMER	0	1	Rescheduled for 2013 In 2013 100% done (output 5.3.1.)

Comments on progress towards outcomes

The development of the strategic plan has started in the last quarter of 2013. The National Society received constant support for the elaboration of this plan in the form of reference documentation and technical guidance; moreover, the National Society was given feedback on the two occasions regarding the formulation on objectives, results and indicators. The National Society did not share the final draft of the plan. In December the National Society informed that the plan has been completed and approved in the Presidents' Meeting held in the Paysandú branch.

Stakeholder participation and feedback

The support the National Society receives from the IFRC secretariat is based on the Country Support Plans, according to the priorities of the National Society and the resources available from the secretariat. The secretariat is guiding the incorporation of new trends or work areas which position the National Society as a key agent in the humanitarian field in its country. The collaboration is horizontal and is based on continuous dialogue and consensus, including periodic reviews of the plans.

Key risks or positive factors

Key risks or positive factors	Priority High Medium Low	Recommended action
Serious financial constraints for staff and programmes	H	Strengthening of the area of resource mobilization
National Society is of little relevance	M	Promote the modernization and professionalization of the headquarters

Financial situation

Click here to go directly to the financial report:

<http://www.ifrc.org/Docs/LTPF%20Process/LTPF/2013/MAAAR00113arf.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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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

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