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# Uruguayan Red Cross

## Annual Report 2014

 International Federation  
of Red Cross and Red Crescent Societies

**MAAUY001**  
**30/APR/15**

**This report covers the  
period 01 January 2014  
to 31 December 2014.**

*In 2014, the Uruguayan Red Cross  
organized a campaign to recruit new  
volunteers. Source: Uruguayan Red Cross*



### Overview

The secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC) through its Coordination Office for Argentina and Uruguay has provided a diversity of support to the Uruguayan Red Cross (URC) in 2014. These actions to support the humanitarian mission of the National Society were undertaken in line with International Movement strategies and standards, including *Strategy 2020* and the Inter-American Framework for Action 2012-2016. This annual report provides information on the progress towards reaching the planned outputs for the 2012-2015 period as expressed in the Long Term Planning Framework.

Particular reinforcement was given to the URC in the areas of organizational development. The Uruguayan Red Cross is a National Society undergoing an extended process for its professionalization and capacities to comply with International Federation standards. The International Committee of the Red Cross (ICRC), alongside the IFRC, continues to assist in this process and monitoring the commitment to the roadmap established in 2013.

The National Society has positive experiences which extend from the community-based health and first aid (CBHFA) training for instructors and actions to deepen the URC's skills in relief operations. In late 2014, the URC presented its new statutes to the Joint Statutes Committee, in which the International Committee of the Red Cross (ICRC) and the IFRC work together to support National Societies.

### Working in partnership

Operational partners	Agreement
Italian Red Cross	Bilateral agreement
Luxembourg Red Cross	Bilateral agreement

Spanish Red Cross	Bilateral agreement
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The Uruguayan Red Cross also has non-Movement partners from State and non-State institutions. Some of these partners with whom the URC works include the Ministry of Health, Ministry of Transportation and Public Works, the firefighters and police forces.

## Progress towards outcomes

### Business Line I: Raise 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
The URC has received support for national legislation projects.	1	1	0
Uruguay has adopted new law procedures on disaster law.	0	1	0
The URC has received support through regional and sub-regional initiatives related to disaster law.	0	0	Disaster law was created previously

#### Comments on progress towards outcomes

In 2014, the URC did not make progress on humanitarian access issues. The secretariat prioritized actions related to responding to organizational development.

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

Indicators	BL	Annual target	Year to Date Actual
The URC has participated in regional or national platforms in related to key trends and emerging health challenges.	0	3	4
The URC has incorporated at least 1 key humanitarian trend in their plans	0	2	0

#### Comments on progress towards outcomes

The URC participated in the Latin American Forum on HIV and Communication; the Fourth Session of the Regional Platform for Disaster Risk Reduction of the Americas in May in Ecuador; the Forum on Community Resilience in Colombia; and the Sub-regional Dialogue on Disaster Risk Reduction (DRR) in December in Argentina. Through these spaces, the URC is increasing its knowledge of internal trends and has had the opportunity to learn from its peers in other National Societies in the Americas. Attention, however, is needed so the URC can incorporate these trends into their operational plans.

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

**Output 1.2.1:** Federation-wide Databank and Reporting System is established in the National Society of Uruguay.

Indicators	BL	Annual target	Year to Date Actual
The URC provides data on at least FDRS indicators.	0	3	7
<b>Comments on progress towards outcomes</b>			
The URC provides data on all seven FDRS indicators. However, all of these are not uploaded until the National Society General Assembly approves them in the second quarter of the following year.			

**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 URC participated in OCAC self-assessment	0	1 self-assessment	0
<b>Comments on progress towards outcomes</b>			
This process, dependent on the URC's financial situation, has been again postponed. It is programmed for 2015, which is contingent on an agreement with the Americas Zone Office (AZO).			

**Outcome 1.4:** The professional qualifications and competencies of the URC volunteers and staff are strengthened, enabling the National Society 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
# of courses taken on the e-learning platform.	3	30	80 completed courses
# of courses completed vs. courses initiated	0	20	80 completed of 187 registered
# of courses/ events/ activities that incorporate the learning platform as a tool	0	1	0

<b>Comments on progress towards outcomes</b>			
To date, 68 users have registered for 187 courses and have completed 80 (43%). Important progress has			

been made, but follow-up is needed to ensure that course are completed and more new users employ this resource.

The learning opportunities in 2014 were mainly focused on the monitoring of the implementation of the roadmap. One of the primary goals of the roadmap was to establish new statutes, which were presented to the Mixed Commission in October 2014. Once the comments are received, however, the compliance of this plan entirely depends on the governing bodies and the available resources.

## Business Line II: Grow Red Cross Red 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

Indicators	BL	Annual target	Year to Date Actual
The URC implements response and recovery programmes that take into account the relevant key trends.	0	1	0
The URC has its contingency plan in place.	0	1	0
Comments on progress towards outcomes			
The URC still does not have a national response plan and it continues to provide more traditional responses to emergencies. Part of this continual delay is due to the lack of a focal point for response efforts. Despite training in relevant key trends and tools, the URC demonstrates resistance to new technology and response tools. The secretariat has been challenged to accompany the transfer of knowledge to practice with the Uruguayan Red Cross.			

**Outcome 2.2:** An efficient and effective national Red Cross disaster and crisis management system in Uruguay.

**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
The URC participates in spaces for coordination and peer-to-peer/horizontal learning on readiness for response and early action.	0	1	1

Comments on progress towards outcomes
The URC branches coordinate with the Emergency Operations Centre (EOC) in the relevant municipalities. The URC national headquarters maintains close relations with civil defence during emergencies. However, the URC still does not participate in disaster risk reduction (DRR) network.

**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 Red Cross network.

Indicators	BL	Annual Target	Year to Date Actual
The URC uses innovative tools for disaster response (SMS, Mega V).	0	1	0
The URC has operations supported by DREF	0	1	0
Comments on progress towards outcomes			
The URC has been trained in the use of disaster response tools; however, as mentioned above, there is some resistance to actually employing them in emergency situations. While the URC did not have a DREF operation, it did send an URC volunteer to a general regional intervention team (RIT) training session in Ecuador in March. The national intervention team (NIT), however, has experienced difficulty since funds were not made available for this training. Several of the planned activities, organized with PADRU and the urban risk technical unit in the AZO, were cancelled in 2014. The secretariat appears challenged to follow through on some of its skill-building opportunities for the URC.			

**Output 2.2.3:** The Red Cross disaster and crisis management system in the Americas is able to address increased vulnerability associated with key humanitarian trends (urban risk, migration, violence and climate change).

Indicators	BL	Annual target	Year to Date Actual
The URC incorporates the new trends (at least two) into their plans of action with an integrated planning focus.	0	1	0
Comments on progress towards outcomes			
The URC has been unable to incorporate any new trends due to key positions being held by volunteers and their frequent turn-over. Rather than the lack of progress in new trends, the URC is more challenged by the lack of well-defined actions and established plans of action in diverse areas. As mentioned above, prioritization has been given to professionalization of the National Society; it is expected that this would generate other actions, such as the eventual incorporation of new trends and integrated approach.			

### **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 model of development.

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

Indicators	BL	Annual Target	Year to Date Actual
The URC participate in peer-to-peer/horizontal cooperation exchanges that contribute to the improvement of	0	1	1

internal systems and capacity for community-based development programming.			
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#### Comments on progress towards outcomes

In the second half of 2014, the URC implemented the Zero HIV campaign, organized by the Chilean Red Cross. Additionally, the URC has worked with the relevant State institution on road safety education. The URC has a community health programme in marginal neighbourhoods, although this is not with a community-based health and first aid (CBHFA) approach. As previously mentioned, the URC is resistant to implement new tools, even ones on which it has received training. It is expected that CBHFA might be implemented in 2015.

**Output 3.1.2:** The IFRC and the URC actively use beneficiary communications to increase beneficiary accountability under our humanitarian mandate.

Indicators	BL	Annual target	Year to Date Actual
The URC uses a beneficiary communication approach.	0	1	0
Comments on progress towards outcomes			
The proposed AZO online training for the URC was cancelled in 2014; due to limited capacities of the communications unit.			

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

Indicators	BL	Annual target	Year to Date Actual
The URC has included urban risk and community resilience in their strategic and operational plans.	0	1	0
The URC works in in the most vulnerable communities most affected by the key humanitarian trends.	0	5	0
Comments on progress towards outcomes			
This was not included in the 2014 Operational Plan.			

**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 programmes.

Indicators	BL	Annual target	Year to Date Actual
# of branches of the URC are implementing integrating community development programming and projects in cooperation with other key stakeholders that address key humanitarian trends.	0	7	0

# of branches of the URC are working with community and government authorities on integrated violence prevention.	0	1	0
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#### Comments on progress towards outcomes

While the URC did not make progress on either of the above indicators, its 2013-2016 strategic plan was approved in the URC general assembly in May. The implementation of community development programming and violence prevention are expected to be rolled out in 2015.

**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 3.3.1:** Red Cross leadership is recognized by government and other key stakeholders.

Indicators	BL	Annual target	Year to Date Actual
The URC participates in national platforms	0	1	0

#### Comments on progress towards outcomes

While the URC participates in State and non-State humanitarian initiatives, in 2014 it did not make progress towards participating in any national platforms.

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

Indicators	BL	Annual target	Year to Date Actual
The URC participates in leadership/management trainings.	0	1	0
Leaders of the URC are trained on the trends or fundamentals themes.	0	2	0

#### Comments on progress towards outcomes

No progress has made in this output. The URC did not have appropriate funding for leadership training. The URC still does not have a mobilization resource (RM) strategy. Again the process to professionalize the National Society should entail hiring a competent staff person for this task.

**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 its statutes and constitution, and strengthening and diversifying its volunteer base.

Indicators	BL	Annual target	Year to Date Actual
The URC has a volunteering policy	0	1	0

The URC has insurance for their volunteers.	1	1	0
The URC has an effective volunteer management system in place.	0	1	0
<b>Comments on progress towards outcomes</b>			
All of the indicators with regards to volunteering were cancelled or reprogrammed for 2015. The fundamental challenge to implementing this work with the National Society were the other central priorities (the professionalization and modernization of the URC).			

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

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

Indicators	BL	Annual Target	Year to Date Actual
Uruguayan Red Cross Youth participation in peer-to-peer exchanges and horizontal cooperation between National Societies	0	1	1
Uruguayan Red Cross has its youth policies, strategies and operational plans.	0	3	0

<b>Comments on progress towards outcomes</b>			
In 2014, as previously mentioned, the URC received and implemented the Zero HIV campaign from the Chilean Red Cross. The URC plans on implementing the Ecuadorian Red Cross programme for the 7 kilometre walk-run race. The Uruguayan Red Cross is challenged not by its youth component, but by the volunteer nature of its management team. Until the required funding sources are identified, this situation will not be solved. The URC Youth director participates in the online meetings facilitated by the AZO.			

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

**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:** The National Society becomes a source of reference information for humanitarian issues and vulnerability reduction

Indicators	BL	Annual Target	Year to Date Actual
The URC launches the World Disaster Report.	0	1	0

**Comments on progress towards outcomes**

Other priorities did not allow the URC to launch the World Disaster Report or upload it onto its website.

**Output 4.1.2:** The secretariat and the National Society actively use social networking capacities.

Indicators	BL	Annual Target	Year to Date Actual
The URC uses social media	0	1	1
The URC uses different types of social media	0	1	1
The URC is actively participating in the Americas communicators' network through the communities of practice	0	1	0

**Comments on progress towards outcomes**

The National Society has a webpage that is not regularly updated. The URC youth maintain an official Facebook page. The rest of the URC is resistant to using social media.

**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, which includes representation in key forums to address humanitarian challenges and trends.

**Output 4.2.1:** The National Society has a higher profile as auxiliary of the government.

Indicators	BL	Annual Target	Year to Date Actual
The URC receives direct support for enhancing or leveraging their auxiliary role.	0	1	1
The URC has initiatives with parliamentarians.	0	1	0
The URC follow-up on International Conference Resolutions through letters, meetings, etc.	0	1	0

**Comments on progress towards outcomes**

The Uruguayan Red Cross has institutional agreements with the State institution for drug prevention; the ministry responsible for road safety; the institutions responsible for blood donations; and the National Movement of the Elderly. The agreement with the State institution for drug prevention was the result of an event, sponsored and co-facilitated with the Italian Red Cross, in May in Montevideo. The URC has not pursued meetings with parliamentarians. The secretariat cancelled the planning training on how the National Society can better serve as an auxiliary in humanitarian issues to the State.

**Output 4.2.2:** The National Society plays an influential role in inter-agency and intergovernmental fora.

Indicators	BL	Annual Target	Year to Date Actual
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The URC participates in international fora/ platforms	0	1	2
<b>Comments on progress towards outcomes</b>			
The Uruguayan Red Cross participated in the Fourth Session of the Regional Platform for Disaster Risk Reduction of the Americas in May; this was the UNISDR-sponsored Americas regional pre-event to the 3 <sup>rd</sup> United Nations World Conference on DRR scheduled for March 2015 in Sendai, Japan. In December, two members of the governing board participated in the Sub-regional Dialogue on DRR held in Argentina, organized as a part of the DIPECHO-regional project.			

**Outcome 4.3:** The URC and donors invest in increasing financial and human resources to improve the National Society's ability to deliver services and programmes.

**Output 4.3.1:** Resource mobilization and accountability capacities of the National Society are enhanced to attract more reliable contributions to the Red Cross Red Crescent in an effort to ensure a higher level of sustainability.

Indicators	BL	Annual Target	Year to Date Actual
The URC is actively engaged in the RM network through tailored support	0	1	1
<b>Comments on progress towards outcomes</b>			
The secretariat provided technical support to develop RM tools, particularly towards the URC's selling of first aid training to businesses. No exchanges were promoted, however, since funding for RM was not available.			

**Outcome 4.4:** URC humanitarian diplomacy capacities are enhanced to influence public policies and an active humanitarian diplomacy network is established in Uruguay.

**Output 4.4.2:** The Uruguayan Red Cross develops a more strategic approach to humanitarian diplomacy and advocacy.

Indicators	BL	Annual Target	Year to Date Actual
The URC develops a humanitarian diplomacy strategy	0	1	0
<b>Comments on progress towards outcomes</b>			
This output was not programmed in the Operational Plan for 2014.			

**Outcome 4.5:** The Federation in the Americas Zone is actively engaged in global and regional humanitarian campaigns to address key issues affecting the region.

**Output 4.5.2:** The NS play an active role in regional and global campaigns.

Indicators	BL	Annual Target	Year to Date Actual
The URC participates in at least one campaign	0	1	0
<b>Comments on progress towards outcomes</b>			

This output was not programmed in the Operational Plan for 2014.

## Business Line V: Deepen our tradition of togetherness through joint working and accountability

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

**Output 5.1.1:** The National Society establishes peer-to-peer support, horizontal initiatives, regional exchange and shared learning.

Indicators	BL	Annual Target	Implementation to date
The URC has a plan aligned with Strategy 2020 and IAFA.	0	1	1
The URC participates in the peer-to-peer / horizontal initiatives that have been carried out in the Americas Zone.	0	3	0
The URC participates in Federation Wide Resource Mobilisation Strategy knowledge sharing networks (Communities of Practice, regional RM networks, global skill share, peer exchanges, etc.)	0	3	2
Comments on progress towards outcomes			
The National Society participated in two regional fora: the Global Forum on Community Resilience in Cali-Colombia in November and the Sub-regional Dialogue on DRR in Argentina in December. The URC Youth department has used the Elluminate tool. Due to poor coordination with the secretariat, the country office is unaware if the URC has been participating in AZO-facilitated communities of practice.			

**Output 5.1.2:** The National Societies in the Americas and the Secretariat successfully organized 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
XIX Inter-American Conference has been completed.	1	0	0
The URC is monitoring its progress against the IAFA	0	1	0
The URC participate in the thematic sessions (side-events)	1	0	0
Comments on progress towards outcomes			
The URC participated in the XIX Inter-American Conference in 2013. While the annual monitoring related to the IAFA was scheduled for September, it was postponed twice and is now planned for 2015.			

**Outcome 5.3:** Federation policies and best practices on support services are increasingly adopted and implemented by the National Society.

**Output 5.3.1:** International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability, information technology) are disseminated among the National Society.

Indicators	BL	Annual Target	Implementation to date
The URC participates in communities of practice, regional RM networks, global skill share, peer exchanges, etc.	0	2	0

#### Comments on progress towards outcomes

The AZO had the responsibility of sharing information on cooperation and services during 2014. However, due to other priorities, this did not take place. The Fraud and corruption prevention and control policy was shared with the National Society.

## Stakeholder participation and feedback

The secretariat through its country support delegate has conducted regular missions to the Uruguayan Red Cross in 2014. These missions allowed for focused support on prioritized areas and responded to the 2014 operative plan, which was created with the National Society. However, as mentioned in the sections regarding the progress towards outcomes, there are several areas where the Americas Zone Office planned to provide specialized services and the National Society later decided to prioritize distinct actions. The secretariat is challenged to adapt to these changes and maintain the general outline of programmed actions.

## Key risks or positive factors

Key risks or positive factors	Priority High Medium Low	Recommended action
The rotation of URC authorities, particularly since most are volunteers, creates serious problems for organizational structure and development.	H	The secretariat has attempted to encourage professionalization and updating of the capacities and services provided by the URC. These efforts need to be bolstered.
The lack of a resource mobilization strategy does not allow the URC to increase its national and financial funding.	M	The secretariat needs to prioritize this as part of the Uruguayan Red Cross's modernization and professionalization.
Elections will be held in the URC in 2015	M	The secretariat needs to closely monitor the roadmap implementation to make it an institutional, rather than a governing board, issue.

## Financial situation

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.

[www.ifrc.org](http://www.ifrc.org)  
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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