

Revised Plan 2011



International Federation
of Red Cross and Red Crescent Societies

Uruguay

Executive Summary

The 2011 support plan for the Uruguayan Red Cross (URC) was developed in a participatory process with the National Society and the secretariat, in dialogue with the International Committee of the Red Cross (ICRC). Essential reference documents used include: the National Society's strategic plan 2007–2011; the tripartite agreement between the URC, International Committee of the Red Cross (ICRC) and the secretariat; the Inter-American Conference recommendations; and *Strategy 2020*. The final plan has been approved by the URC's leadership and governance.

The present plan establishes concrete and achievable goals for the National Society, based on its identified priorities, and draws upon the Regional Representation for the Southern Cone and Brazil's areas of expertise in the region. Continuing its long-term cooperation with the URC, the secretariat will provide technical accompaniment, financial collaboration and advocacy initiatives in the areas: disaster management, health and care, and organizational development (management structures, territorial branch network, national programmes and resource mobilization). This plan also focuses on the Fundamental Principles and Values of the International Red Cross and Red Crescent Movement and gender and non-discrimination as cross-cutting issues.

The National Society and the secretariat have a shared commitment and joint responsibility to effectively and efficiently implement the 2011 support plan for the Uruguayan Red Cross.

The total 2011 budget is 281,763 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

Country context

Uruguay, with a population of 3.5 million people in a territory of 176,215 km², is a constitutional republic composed of 19 provinces. The current president started his five-year term in 2010. While the progressive government has focused on reducing poverty, Uruguay still faces challenges to attend the most vulnerable populations.

Uruguay has economic, political and social indicators, which contrast with most other Latin America countries. Uruguay registers one of the lowest poverty levels in Latin America, and is the country with the smallest gap between rich and poor. However, children under the age of 15 and women have more likelihood of living in poverty. A study by the Economic Commission for Latin America and the Caribbean (ECLAC) in 2009 indicates that child poverty is on the rise in the country; three children live in poverty for every one adult in this same situation. This same study shows that Uruguayan women are more likely to live in poverty than men. Whilst the current government is attempting to focus efforts on poverty reduction, special attention is needed to diminish the age and gender gaps in these figures.

Whilst Uruguay has a low level of vulnerability to natural disasters—including the recurrent flooding in the Rio de la Plata basin-- the effects of climate change affect the country. As agricultural, cattle and forestry represent the main export industries, changes in temperature and precipitation may potentially impact the population's well-being in more rural areas, and even its general economy.

National Society priorities and current work with partners

In 2011, the Uruguayan Red Cross will continue to build upon its 104-year long history. The year 2010 marks the end of the strategic plan started in 2007 - the National Society will begin a new stage in its institutional development and social outreach. Efforts will be made to continue multi-year processes already begun to modernize the management structure, and to provide community-based capacity building opportunities with vulnerable populations from a developmental perspective. The future strategic plan will be based on the Inter-American Conference recommendations, *Strategy 2020* and drafted with the technical support from the Regional Representation and the ICRC.

In the mid-term evaluation conducted in June 2010, the URC jointly with the Regional Representation identified that the development of the National Society is at a critical juncture. Actions have been delayed or put on hold, which if continued, could generate an operational integrity crisis, which will impede the National Society from fulfilling its humanitarian mandate. For this reason, the present 2011 country plan detailing IFRC's planned comprehensive support responds in a timely and urgent manner to this potential danger to the National Society.

Whilst special emphasis will continue to be made on the main objectives of community-based health and services and community-based disaster management, renewed energies will be given to organizational development. In the area of organizational development, the URC will receive support in institutional development, volunteer management, communication, and resource management and mobilization. Principles and values is a cross-cutting issue.

Given the long-term actions needed to implement recommendations of the Study of the Americas by the Complutense University, the URC continues to frame its work to: a) modernize and enhance professional performance; b) develop the national branch network; c) develop national programmes; d) create a national resource mobilization system; and e) implement a diversity, gender and principles and values perspective.

Secretariat supported programmes in 2011

These six priority areas continue to guide the secretariat's diverse support provided to the Uruguayan Red Cross. Framed within *Strategy 2020* and in line with the Inter-American Conference guidelines, the Secretariat's Regional Representation for the Southern Cone and Brazil has maintained its technical assistance, facilitation and collaboration with the National Society of Uruguay as part of its commitment to the jointly established support plan for the URC. Additionally, the Regional Representation continues to facilitate cooperation between the National Societies of the region and those around the globe, as well as with the International Federation's Centres of Reference and other Movement members.

Disaster Management

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is 38,415 Swiss francs.

Programme purpose
Support the Uruguayan Red Cross disaster risk management initiatives scaling up at national and local levels to achieve safer and more resilient communities, in line with the International Federation commitments, mandate and frameworks.

Uruguay is not traditionally affected by large disasters. Nevertheless, floods in the Rio de la Plata basin periodically affect the population located around this area. The Uruguayan Red Cross' work is focused mainly in the areas of health and care and disaster response and it has used traditional approaches

based on only providing short-term assistance. The National Society has a minimum structure with a National Intervention Team trained in 2007 with the support of the Ecuadorian Red Cross.

Programme component 1: Institutional capacity building for community risk reduction

Component outcome 1: The Uruguayan Red Cross is encouraged and receives support for strengthening capacities to work with communities to be better prepared and organized to reduce, respond to and recover from the impacts of disasters, contributing to building safer and more resilient communities.

In 2011, the disaster management programme will continue to support the Uruguayan Red Cross in the development of a national Disaster Risk Management plan, which will contribute to defining the community-based disaster preparedness and disaster risk reduction (DP/DRR) approach, priorities and actions within the country. Support will be ensured to the URC in promoting the community-based disaster risk (CBDR) plan at national and local levels in 2011–2012. These actions draw upon the multi-year technical accompaniment in disaster management provided as well as the National Society's experiences in regional disaster preparedness actions.

The Camalote five-year programme developed in Argentina, Paraguay and Uruguay until 2004, contributed to capacity building working at the local level with an integrated community development approach. The Camalote programme objective was to improve disaster preparedness and socio-economic community development through activities related to health promotion, human resource training, sanitation, participatory management, programme integration and community-based tools. However, this programme' scope only included the participating branches. Since then, the National Society has not moved forward with the programme and has not developed community disaster risk reduction initiatives, as highlighted by the Complutense University' study conducted in 2007 and 2008.

The following indicator will measure the achievement of the component outcome for 2011:

- Community-based DP/DRR priorities are identified and included as part of the national disaster risk management plan of the National Society.

Programme component 2: Institutional capacity building for disaster preparedness

Component outcome 1: The secretariat encourages and supports the strengthening of Uruguayan Red Cross capacities to effectively support communities to plan, prepare, respond and recover from emergencies.

The National Society has not developed a national response plan. Although the country is not prone to major disasters, floods periodically occur in the Rio de la Plata basin and cause significant human and economic losses. In 2011, renewed emphasis will be given to the development and dissemination of the Uruguayan Red Cross disaster response plan and strengthening human resource capacities to respond to disasters.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has developed a disaster risk management plan in collaboration with relevant stakeholders and based on the priorities identified by the Well-Prepared National Societies (WPNS) institutional assessment and using the Disaster Risk Reduction Global frameworks.
- By the end of the year, the National Society with technical support from the disaster management programme has managed and reinforced the skills of national intervention mechanisms.

Programme component 3: Disaster risk reduction coordination and advocacy

Component outcome 1: The capacities of the National Society to implement an education for prevention campaign are developed.

Since floods are the main natural related hazard in Uruguay, the National Society needs support regarding donation management and to develop a campaign on “know-how to donate” (*Saber Donar*), which provides information to the population for a more effective response. In addition to the support provided from the regional disaster management programme, the URC should establish contact with the Pan American Disaster Response Unit (PADRU) to receive more technical support regarding logistics during emergencies.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has developed and implemented a “know-how to donate” campaign in selected areas vulnerable to natural disasters.

b) Potential risks and challenges

- Ensure real and effective programme integration and synergy between programmes and projects. Internal policies on the issue also need to be reinforced. The current initiatives are opportunities that the National Society can use to strengthen its holistic perspective.
- Expand, diversify and complement its volunteer base remains a challenge to the National Society, in addition to train and incorporate young volunteers in management activities. The programme’s actions serve as an important opportunity to do so.
- Continue efforts to ensure the full institutionalization of an efficient, effective and transparent planning and management structure.

Health and Care

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is 2,379 Swiss francs.

Programme component 1: HIV and AIDS
Component outcome 1: The Uruguayan Red Cross has developed prevention, care, treatment and support to reduce HIV stigma and discrimination by strengthening its capacities through the Global Alliance on HIV or its future incorporation.

As established in the prior strategic planning undertaken by the Uruguayan Red Cross with secretariat support, the National Society in 2011 will continue working towards strengthening its capacities to become a member of the Global Alliance on HIV. The URC will strengthen its capacities in risk reduction, prevention, reducing stigma and discrimination. The National Society will conduct awareness activities on issues relating to gender, violence, stigma, discrimination and respect for diversity. It is expected that the URC will strengthen its capacities to deliver and sustain scaled-up HIV programmes.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Uruguayan Red Cross has developed a harm reduction project on HIV and AIDS in vulnerable areas.

Programme component 2: Public Health in the Community
Component outcome 1: The Uruguayan Red Cross has strengthened its management capacities and scaled up actions related to Community-Based First Aid (CBHFA) within an integrated community health strategy.

In 2011, the Regional Representation will continue supporting the URC in the development, planning and implementation process for the CBHFA initiative. CBHFA aims to develop skills and capacities of

URC volunteers and branches in preparedness for normal times and in response during emergencies. Through the formation of CBHFA brigades composed of URC volunteers, staff and leadership members, the National Society will have well-trained human resources to contribute to improving community health and supporting community development processes.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Uruguayan Red Cross has developed an integrated health programme that responds to its strategic plans focused on strengthening their territorial branch network.
- By the end of 2011, the Uruguayan Red Cross has applied the CBHFA initiative.

b) Potential risks and challenges

- The lack of continuity and delay in implementing processes is a barrier to reach the proposed outcomes.
- The volunteer base is challenged to implement some activities. Efforts need to be made to facilitate conditions which promote participation, as well as expand the volunteer base.

Organizational Development

a) The purpose and components of the programme

Programme purpose
Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The organizational and development/ skill strengthening programme budget is 240,968 Swiss francs.

Programme Component 1: Strengthening of the Organizational Development Capacities
Component outcome 1: Promote the strengthening of the national branch network in the Uruguayan Red Cross

The strengthening of the national branch network remains a priority in 2011. This priority was identified during the revision of the 2010 country support plan with the Uruguayan Red Cross, jointly conducted in the last half of 2010. The National Society branches lack appropriate preparation and tools for community-based activities. Traditional approaches based on only providing short-term assistance are often barriers to incorporating new innovative initiatives in service provision. The URC will receive support to establish more effective communication mechanisms between national headquarters and branches, as well as grounding the strategic plan at the local level to allow for more dynamic and contextually appropriate methodologies and efforts.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society with Regional Representation technical support will have comprehensively strengthened at least 50 per cent of its branches.
- By the end of 2011, the National Society has applied for an International Federation SOS fund in order to continue its branch-strengthening efforts.

Component outcome 2: Provide technical support to the Uruguayan Red Cross for the creation and implementation of a National Resource Mobilization and Development plan.
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The Uruguayan Red Cross lacks a resource mobilization development (RMD) strategy and it is dependent on outside cooperation. In 2011, joint efforts between the URC and the secretariat will continue to develop an effective, innovative and professional RMD strategy and diversify the National Society's donor base. These actions have been identified as priorities and will permit the extension of URC programmes and services and contribute to long-term efforts to establish self-sustainability for the National Society.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has received technical support to develop a national resource mobilization development plan.
- By the end of 2011, the National Society has a RMD team, which has received follow-up training and has been supported to improve its efforts in this area.
- By the end of 2011, the National Society has received technical support to move from a working-advance system to cash transfers.

Component outcome 3: Promote legal bases and structures and updated management tools that guarantee the basis for a well functioning of National Society.

During 2010, the URC with secretariat support, revised its legal bases— Statutes and internal regulations. In 2011, the Regional Representation for the will maintain its technical accompaniment of this initiative and support the National Society in disseminating these changes to all the branches and URC members, volunteers, staff and leadership.

As the strategic plan for the National Society ends in 2010, starting in 2011 the URC will implement a new four-year plan for 2011–2015. Support will be provided for the evaluation of the plan scheduled to close at the end of 2010 and the development of the new plan based on *Strategy 2020* and the Inter-American Conference recommendations.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society with technical support has disseminated its new Statutes and internal regulations.
- By the end of 2011, the National Society with technical and financial support has taken steps to continue modernizing its management structure.
- By the end of 2011, the National Society with technical support, has evaluated its previous strategic plan, developed a new one and has begun implementing the Uruguayan Red Cross Strategic Plan 2011–2015.

Component outcome 4: Stimulation of dynamic communication processes adapted to new technology in the National Society of Uruguay.

Communication management, based on knowledge and optimization of internal and external mechanisms to promote the Movement' principles and values, remains a central goal in 2011. The Uruguayan Red Cross will continue its teamwork, leadership and actions to promote institutional visibility and thus, contribute to future alliance and partnerships.

As the communication between some areas and departments in the URC remains challenging, in 2011, the National Society will receive accompaniment to strengthen its communication structure internally and externally. With the Regional Representation' support, the URC will implement a comprehensive and participatory programme at national headquarters and facilitate its replication at the branch level.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society with technical support has developed a national communication plan.
- By the end of 2011, the National Society has begun the implementation and dissemination of the new URC communication plan in the national headquarters and at the branch levels. The secretariat will provide technical support, but potential funders also need to be identified.

Component outcome 5: Technical support for Human Resources (volunteer and staff) strengthening to improve National Society's response to new humanitarian challenges.

Continuing the multi-year process during 2011, attention will be given to ensure that the Uruguayan Red Cross continues with its activities to strengthen human resources. Based on a monitoring exercise conducted for the 2010 country plan, the National Society identified the need of strengthening technical staff and volunteers skills. The national headquarters recognizes the importance of developing a dynamic and modern trained technical team in different programmatic areas so that support can be transferred to branches. Understanding that training has the potential to be exponentially expanded, this expected outcome focuses on internal skill strengthening so that the URC can better support and work with vulnerable communities.

The aforementioned efforts will be connected to ongoing leadership strengthening which encourages leadership renewal and supports the growth of new leaders.

During the monitoring process of the 2010 country plan, the URC requested technical support from the Regional Representation to expand the National Society's volunteer base to reflect the country's diversity. The URC is committed to incorporating new female and male volunteers that represent Uruguay's distinct ethnic groups, religions and individual lifestyle options so that its work is more comprehensive and responds appropriately to this diversity at the individual and community levels.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has developed a national volunteer plan.
- By the end of 2011, the National Society with technical support has developed and begun implementation of a national volunteer management cycle for the URC.
- By the end of 2011, the National Society has encouraged the use of a volunteer insurance policy.
- By the end of 2011, the National Society with technical support has provided training opportunities to technical staff in the URC's different areas.
- By the end of 2011, the governance body staff of the URC' national headquarters and branches have benefitted from training and coaching.
- By the end of 2011, the National Society has encouraged volunteer use of the IFRC Learning platform and on-line training opportunities.
- By the end of 2011, the National Society has started South-South cooperation to exchange tools and knowledge.

b) Possible risks and challenges

- Given the increasingly complex humanitarian agenda, the National Society will be challenged to respond efficiently and effectively without updated and contextually appropriate methodologies, systematisation of experiences, leadership training and renovation and incorporation of new leaders.

Principles and Values

As the funding for the principles and values programme continues to be reduced at the regional level, explicit work with the Uruguayan Red Cross in this area is a challenge. Since early 2010 there has not been a regional principles and officer due to the lack of funding. This position normally covers Principles and Values for both the Regional Representation for the Southern Cone and Brazil and the Andean countries. It is foreseen that this situation will continue in 2011, thus making more difficult focused accompaniment to the National Society in this programme.

Since this area is a priority in the Inter-American Plan 2007–2011 and *Strategy 2020*, in addition to the aforementioned goal, other programme areas have incorporated the promotion of humanitarian principles and values in their work, as described in the above expected outcomes. The National Society will continue to provide special attention to people in situations of vulnerability, including but not limited to youth, women, PLHIV and indigenous/ ethnic peoples.

The following section details the ongoing commitments and the planned objectives in this area during 2011.

a) The purpose and components of the programme

Programme purpose

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

Programme Component 1: Promotion of Humanitarian Principles and Values

Increased Regional Representation and National Society internal understanding of the Fundamental Principles and Values.

As the Uruguayan Red Cross Strategic Plan 2007–2010 included a component on the promotion of principles and values, it is foreseen that this area will be included in the new strategic plan. During 2011, the Regional Representation will continue to provide support to incorporate principles and values activities as well as gender and respect for diversity in a cross-cutting way in the Uruguayan Red Cross' programmes and initiatives. Renewed emphasis will be given to develop a national gender policy and train volunteers, staff and leadership regarding the principles which ensure non-discrimination and respect for diversity.

Additionally, the regional technical team will promote capacity building tools such as the guide on non-discrimination and the Principles and Values self-learning module on the DesAprender learning platform addressed to National Society youth and volunteers.

The following indicator will measure the achievement of the component outcome for 2011:

- During 2011, the National Society has continued the process to develop a national gender policy.

b) Possible risks and challenges

The lack of financial resources on the regional level is a challenge for the promotion of principles and values. However, creative efforts have been made to incorporate this area into other programme areas. The constraints in human resources and limited funding for this area have proved to be a catalyst to making principles and value a cross-cutting issue. Nonetheless, the National Society and Regional Representation attention and commitment to this area are essential.

Role of the secretariat

The Uruguayan Red Cross support plan was developed in direct and constant dialogue between the National Society and the secretariat through its Regional Representation and the ICRC. Both supporting institutions encourage the National Society to include other cooperating actors in the long-term process to develop its skills and resources and work towards self-sustainability.

a) Technical programme support

The secretariat is committed to advising and providing technical support in the different areas detailed in this plan. Additionally, the secretariat remains steadfast in its objective of stimulating and coordinating technical cooperation with other Movement components, such as with sister National Societies. The Regional Representation counts on both the technical support of the Regional Representation for the Andean countries in Lima, as well as resources available in the Americas zone.

b) Partnership development and coordination

These activities meeting the needs of Uruguay's most vulnerable population are possible thanks to the financial support of the ICRC, the Italian Red Cross, the Spanish Red Cross and the secretariat.

The tripartite agreement between the URC, ICRC and the secretariat has been essential in reinforcing joint commitments and undertaking collective action to support the completed statutory reform, and in developing the most recent strategic plan. During 2011, the respective parties will evaluate the tripartite agreement; and create and sign a new memorandum of understanding.

c) Representation and advocacy

The secretariat maintains its commitment to support the National Society to promote the plan at both national and international levels, including through the facilitation of contacts with private sector actors within the framework of corporate social responsibility. Similarly, the secretariat will advocate with different actors the promotion of the principles and value, and ideas expressed by this plan.

Promoting gender equity and diversity

This support plan is framed within IFRC's gender approach to ensure that its core programmes take into account gender differences between men and women and boys and girls. It also strives to promote gender equality based on each gender's specific needs, and the equal participation of women and men in programme, administrative and leadership areas at the branch and national level in the National Society; and internationally, in regional and global IFRC activities and bodies.

This inclusive approach responds to the range of human diversity of which gender is only one aspect. Attention is paid to culture, ethnicity, age, skills, health conditions and sexual identities. The National Society and the secretariat engage and encourage everyday social behaviour based on respectful and open social interactions and collectively established actions with target populations.

The National Society's strategic plan promotes respect for diversity and human dignity, and the reduction of discrimination and social exclusion as a cross-cutting objective.

Quality, accountability and learning

Whilst the implementation of this plan is primarily the responsibility of the Uruguayan Red Cross, the secretariat will technically accompany the National Society in its planning, implementation and monitoring process. The IFRC reiterates its commitment to a comprehensive approach which assists in strengthening the National Society's human and material resources and capacities. In addition to the systematic and periodic monitoring provided, the Regional Representation will visit the National Society, employ virtual monitoring systems and share the Federation tools available to facilitate this support and promote accountability.

The Regional Representation will work with the National Society to systematize and publicize the best practices during this process. The Regional Representation assumes the responsibility and commitment to disseminate these best practices to strengthen learning opportunities within the Movement and with external partners.

How we work	
<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by <i>Strategy 2020</i> which puts forward three strategic aims:</p> <ol style="list-style-type: none">1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.2. Enable healthy and safe living.3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none">• In the Uruguayan Red Cross: Dr. Hugo Pereira Fagúndez; President of the Uruguayan Red Cross; email: cruzroja@adinet.com.uy; phone: + (5982) 480 21 12• In the Regional Representation for the Southern Cone and Brazil in Argentina: Gustavo Ramírez, Regional Representative for the Southern Cone and Brazil; email:	

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MAAUY001 - Uruguay

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment			70,000			70.000
Transport & Storage						
Personnel	1,563		57,869			59.432
Workshops & Training	29,500		56,000			85.500
General Expenditure	1,221	2,000	17,232			20.453
Depreciation						
Contributions & Transfers						
Programme & Service Support	2,345	145	14,707			17.197
Services	3,787	234	25,160			29.181
Contingency						
Total Budget 2011	38,415	2,379	240,968			281,763