

COUNTRY STRATEGY-BRAZIL 2005



1. Introduction

Brazil is a middle-income country of continental dimensions, with a population of 174 million people and great inequalities in wealth. The country's population has more than tripled during the past 50 years. A large portion of the population lives below the poverty line, and this poverty has led to violence and social marginalization. It is also a country with one of the richest natural environments and greatest bio-diversity in the world, which are, unfortunately, being threatened by degradation and deforestation.

Brazilian president Lula da Silva has formed a government focused on fighting poverty and increasing education levels, which is creating a positive environment for humanitarian work and for the institutional recovery of the Brazilian Red Cross (BRC). The BRC went through a severe internal crisis, including ten years of mismanagement, which resulted in considerable financial exposure, also affecting the Federation statutory contribution; as a consequence, this left the BRC quite isolated from the rest of the Movement and internally fragmented. In 2003, the BRC, the Federation and the ICRC signed a tripartite agreement to support the BRC's organizational development.

The tripartite agreement with the Federation and the ICRC is enabling the organizational development process. Through this agreement, the partners agreed that the priorities of the BRC's modernization and strengthening process are:

- Support for participative self-assessment:
To elaborate a participative diagnosis that, according to the Self Assessment system established by the Federation Secretariat and approved by its structures of governance, analyses the National Society's situation, its strengths and weaknesses, with a view to moving towards the model of a "Well Functioning National Society", in accordance with the strategic orientations of Strategy 2010 and with the criteria outlined in the Strategy for the Movement.
- Support for the strategic planning process:
To implement a strategic planning process that:
 - Determines strategic objectives shared at all levels of the BRC.
 - Focuses activities, based on the identified needs and according to the Strategy for the Movement, Strategy 2010 and the Plan of Action of the Inter American Conference.
 - Outlines working guidelines around which the BRC must orient its activities in order to provide services to vulnerable persons.
- Support for a recovery plan for financial, human and material resources:
To design an improvement plan for the National Society headquarters that establishes the necessary objectives and tools so that the BRC headquarters has the required human, material and financial resources needed to fulfil the role established by the National Society's statutory rules.

The BRC governance has changed, and the new National Society president, Luiz Fernando Hernandez has facilitated the change process. The new president is committed to carrying out

the development of the strategic planning process, with a major focus on the financial situation of the institution. In addition, the presidents of other National Societies in the region showed a strong interest in supporting the BRC in its change process during the last *Meeting of South American Presidents*, held in October in Lima.

The BRC's change process project is financially supported by the Federation's capacity building fund (CBF). Funding requested from the CBF will decrease gradually in order to promote the self sustainability of the BRC's programmes and capacity building work, within the framework of the strategic priorities identified in the National Strategic Plan. The major funding potential in Brazil represents an opportunity for external sources to help promote sustainability in line with the BRC's strategic aims.

2. National Context

Human Development Indicators 2004

Country Ranking – HDI	65
Total population (millions)	174
Life expectancy at birth	67.8
Annual population growth rate %	1.1
% population under 15 yrs of age	28.8
% population aged 65 and above	5.3
% urban population	81.7
% of the population living below \$1/day	9.9
% of the population living below \$2/day	23.7
GDP per capita (US \$)	7,360
Infant mortality per 1,000 live births	31
Under 5 mortality per 1,000 live births	36
Maternal mortality rate per 100,000 live births	160
% of births attended by skilled health staff	88
% of population using improved water sources	83
% of population using adequate sanitation facilities	76
% of population with access to essential drugs	0-49
% of adults living with HIV/AIDS	0.65
Women living with HIV/AIDS	220,000
Children living with HIV/AIDS	13,000
Net primary school enrolment ratio %	97
Adult literacy rate % MALE age 15 yrs +	87.4
Adult literacy rate % FEMALE age 15 yrs +	87.2

(UNDP 2004)

3. Priorities of the National Society

Foundation BRC	1905
Recognized by ICRC	1905
Number of state branches	16

- To continue the institutional modernization process with the participation of the branches.
- To achieve the goals and objectives included in the new National Strategic Plan.

- To develop planning tools in order to make the National Strategic Plan operational at the national level.
- To strengthen the headquarters and focus on its sustainability.
- To solve the National Societies economic and legal problems through an appropriate resource mobilization plan.
- To generate a healthy working process between the branches and the headquarters in the areas of health, disaster response and preparedness, volunteering and financial resource development.
- To develop an image improvement programme by strengthening communication capacities.
- To improve the working environment and ensure consensus building within the National Society's governance.
- To update governance information and training.
- To ensure that programmes are helping to assist the most vulnerable members of the population: the poor and excluded members of society, according to the National Strategic Plan.

AT A GLANCE

BRC	COMMENT
Statutes	Drawn up in 2003
National Strategic Plan	Final draft, to be approved in first quarter of 2005
Self Assessment	Carried out in 2003
Last Elections	2004
Next Elections	2008

Main strengths

- BRC has a new, strengthened planning department, with high technical capacity.
- A clear and focused National Strategic Plan
- Leader in nursing and training in health, which promotes a positive image of the National Society within the country.
- Two important and well-known hospitals that could promote the sustainability of the National Society.
- Institution well-known and respected by Brazilian society.
- Significant branch network throughout the country; this, however, should still be improved.

Main challenges

- There are still major economic and legal problems to be solved. The new president of the BRC has taken the lead role in this area and he, along with the Secretary General, have had meetings with the national government, the Federal Senate and other national institutions in order to improve the financial situation by increasing the National Society's income and reducing its liabilities.
- Although during 2004 communication has improved considerably from the year before, there is still a lack of knowledge on the part of the headquarters regarding the activities being carried out in the branches (especially in the Northern region of the country) and vice versa. There is also limited knowledge within the National Society of the Federation's structures and strategies. Improving poor communication through the establishment of efficient lines of communication should be a priority.

- There is a need to improve internal communication between branches. There are major differences between the Southern and the Northern branches. The Southern branches have more financial and human resources, but are quite unfocused regarding the Movement's regional and global strategies. The Northern branches, on the other hand, are implementing several community projects but with very few financial resources and with a short-term relief approach. This division weakens the National Society as a whole and it is important that the whole organization understands that the BRC headquarters has the leadership role for the change process.
- The first steps have been taken but the BRC still needs to better adapt to the characteristics of a "Well-Functioning National Society."
- More focused activities are needed to improve the lives of vulnerable people within the new National Strategic Plan (to be approved soon).

The draft National Strategic Plan shows two strategic directions and four core areas for each direction:

1. Direction 1 - Concentration of action:

- **Community health**
- **Disaster management, giving priority to coordination with government organizations**
- **Integrated community programmes**
- **Youth and volunteering**

2. Direction 2 - Improving management:

- **Improvement of internal communication**
- **Financial recovery**
- **Management improvement**
- **Strengthening of institutional image**

4. Achievements

The priorities are those defined in the tripartite agreement signed in 2003, some of which have already been achieved:

The tripartite agreement includes:

- Support to the institutional normalization process, revision of Statutes, training of governing bodies, harmonization of activities in consensus with the branches and the headquarters.
- Improvement of the relationship and image of the Federation and Brazilian Red Cross as regards the government and civil society.
- Reactivation and modernization of programmes at local and headquarters levels.
- Headquarters administrative reform.
- Design of a National Strategic Plan.

The National Society has now renewed its Statutes and has developed a National Strategic Plan that will allow the National Society, during 2005, to formulate programmes at the national level and develop operational planning at local level, in alignment with the 2003-2007 Plan of Action of the XVII Inter American Conference.

Furthermore, during 2003 and 2004 various training processes with leaders of the National Society's headquarters and the BRC branches were carried out: workshops in the project

planning process (PPP), separation of governance and management, the Plan of Action of the Inter American Conference and its monitoring system, and Well-Functioning National Societies.

The president of National Society has begun to make contact with some state and government bodies, such as the Ministry of Health, the Senate and the Ministry of Education. An agreement with the Ministry of Health to rent the headquarters' building will be signed soon, in order to increase the income of the BRC. In addition, the national disaster management director is making contact with the federal disaster response structures in order to better define the roles and responsibilities of the Red Cross in this area.

The ICRC participated in the content of the agreement supporting governance training and counseling with regard to the revision of the Statutes. Coordinated actions between the ICRC and the Federation have been a key factor in the BRC's achievements.

5. Priority Programmes for Federation Assistance

Health and care

- To support the strengthening of a National Health Department and formulate a National Health Programme.
- To unify activities according to *Strategy 2010* and the *Plan of Action of the Inter American Conference*, supporting the updating of the health programmes.
- To support training and capacity building among the management staff.

Relief and Disaster Management

- To support the strengthening of a National Relief Department and a National Disaster Preparedness Programme.
- To support training and capacity building among the management staff.

Organizational Development

- To support the development of the National Strategic Plan by promoting the creation of programmes at national level and operational planning within the branches.
- To support training in PPP and development and knowledge of organizational development tools for branch leaders.
- To support and train governance.
- To improve administrative and financial structures.
- To maintain support to the national planning department in the National Society headquarters.
- To support the National Society's financial recovery process.

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