



Bolivian Red Cross Annual Report 2013

 International Federation
of Red Cross and Red Crescent Societies

MAABO001

12 May 2014

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

Members of the Bolivian Red Cross receive training on livelihoods in order to better assist 635 families with their lost crops. Source: Bolivian Red Cross



Overview

The regional representation for the Andean countries (regional representation) of the International Federation of Red Cross and Red Crescent Societies (IFRC) provided a diversity of support to the Bolivian Red Cross (BRC) in 2013 so that the National Society could better fulfil its humanitarian mission. These actions were done in alignment with International Movement strategies and standards, including *Strategy 2020* and the Inter-American Framework for Action 2012-2016.

Particular reinforcement was given to the BRC in the areas of disaster response and preparation for disaster, organizational development and humanitarian diplomacy.

Working in partnership

Operational Partners	Agreement
Finnish Red Cross	Bilateral and multilateral support
Swedish Red Cross	Multilateral cooperation
Spanish Red Cross	Bilateral agreement
Canadian Red Cross Society	Bilateral agreement
Swiss Red Cross	Bilateral agreement
International Committee of the Red Cross (ICRC)	Cooperation 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 1.1.3: Urban risk reduction, climate change adaptation, migration, violence prevention, and non-communicable diseases are better understood and promoted within the National Society.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has analysed the key humanitarian trends in the new Strategic Plan of the BRC as identified in the country and defined with the Zone plan.	0	1 plan	75% Some of the key humanitarian trends have been addressed and are included in the draft of the strategic plan.

Comments on progress towards outcomes

While this indicator was only partially attained in 2012, the final product—a new strategic plan—was created in 2013. This strategic plan takes into account key humanitarian trends, particularly urban risk reduction. The National Society's following of this strategic plan will allow it to reduce vulnerability and provide humanitarian support to the most vulnerable sectors of the Bolivian population.

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

Indicators	BL	Annual Target	Year to Date Actual
By the end of January 2013, the BRC headquarters has created its operational plan.	0	1 plan	50% The decision was made to create its operational plan 2013-2014 during the first semester of 2013.
By the end of July 2013, the BRC's headquarters has drawn up	0	1 plan	50%

its operational plan 2013-2014			With the creation and publication of its strategic plan, the BRC launched the process to establish a new operational plan.
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Comments on progress towards outcomes

Following the creation of the National Society's new 2013– 2018 Strategic Plan for Institutional Development, the secretariat provided technical assistance to the BRC headquarters staff to support the production of an operational plan. The BRC launched the process to establish this plan in the last half of 2013. In order to provide technical support and recommendations, the country support coordinator met with the BRC staff responsible for the implementation and follow-up of the strategic plan and the creation, finalization and implementation of the 2013-2014 operational plans.

The regional representation has planned further support in this area in 2014, particularly as the planned training in planning, monitoring, evaluation and accountability of the operational plan was not undertaken in 2013.

While there have been some changes in the regional representation's organization of the country support coordination for the BRC, ongoing technical support for organizational development remains a main priority. The current BRC strategic plan represents important progress for the National Society and improves its knowledge management capacities.

Business Line II: Disaster and Crisis Management

Outcome 2.1: Red Cross National Societies, through their network of branches, have enabled communities to better understand trends (urban risk, climate change, migration and violence) that increase the impact of disasters and crisis in their lives, and to develop appropriate integrated responses.

Output 2.1.1: Key humanitarian trends are integrated into the National Society's disaster crisis plans and programmes.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has a National Plan for Preparedness and Response developed in a participatory manner.	0	1 plan	0% Actions towards this indicator were not taken.
By the end of 2013, the BRC has started the development of at least one national programme plan (such disaster risk management, health, etc.) including the analysis of key humanitarian trends.	0	1 plan	60% The foundation for a

			programme/ plan was created with the National Workshop on Urban Risk.
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Comments on progress towards outcomes

While the BRC has not yet developed a new national project/ programme with humanitarian trends, the national workshop on urban risk held in December 2013 laid the foundations for doing so in 2014. The workshop allowed the participants to identify problems and suggest risk management actions and concluded in: 1. the need to establish a working group with the BRC, state actors (Vice-ministry of Civil Defence-VIDECI) and other stakeholders; 2. acknowledge that the event was a start of an International Movement process on urban risk in Bolivia; and 3. BRC commitment to working on urban risk.

The new strategic plan, covering the 2013-2018 period, also entails disaster risk management activities that take into account new humanitarian trends, particularly climate change mitigation and adaptation and the promotion of non-violence.

In 2013 the BRC, with secretariat support, has acknowledged the importance of prioritizing work on urban risk and working with a wide range of stakeholders on the issue. The secretariat plans to continue this work in 2014 through technical support for a second national workshop on urban risk, the implementation of a pilot study on urban risk in La Paz, funded by the Iranian Red Crescent, and a training event on Vulnerability and Capacity Assessment (VCA) in urban contexts supported by the regional DIPECHO project.

Output 2.1.2 Urban risk approaches are adopted in disaster and crisis management.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has at least one contingency plan update and include urban risk considerations at the national level.	0	1 plan	50% While no plan was created, a BRC representative participated in a regional CBHFA meeting in Peru.
By the end of 2012, the BRC has two new members of the National Intervention Team's training of trainers.	Current situation	2 new members	0% No activities were implemented towards this indicator due to the lack of funding.
By the end of 2012, the BRC has at least 20 new volunteers trained in damage evaluations and needs assessments, CPI, Operations Centres, and Water and Sanitation in Emergencies	0	20 volunteers	25% Participation in the water and

			sanitation meeting in Guatemala.
By the end of 2012, the BRC has identified at least one initiative to improve the management related to volunteering in emergencies, in accordance to the recommendations of the regional assessment of the application of common Minimum Standards for Volunteering in Emergencies.	0	1 initiative	100% This process was completed.

Comments on progress towards outcomes

While only one of these indicators—volunteering in emergencies— was fully achieved in 2012, these were not included as indicators in 2013. As mentioned above in output 2.1.1, urban risk is being incorporated into the National Society's actions. Contingency plans that include urban risk are contemplated in the pilot city project of La Paz that will be implemented in 2014.

A training of trainers for the National Intervention Teams (NIT) and the incorporation of 20 new trained volunteers in disaster response actions were not advanced in 2013 due to restricted funding and other programmatic priorities.

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

Indicators	BL	Annual Target	Year to Date Actual
The BRC has produced a report on early warning for epidemics through the regional health networks and linked this to the DM system.	0	1 report	25%
By the end of 2012, the National Society has updated contingency plans that include climate considerations.	Current situation	Updated plans	0% Activities towards were not implemented.

Comments on progress towards outcomes

These indicators from 2012 were not included in the 2013 Operational Plan due to a strategic shift from separate to integrated programmes. As there is no longer a focal point person in health in the regional representation, the health actions were addressed at a zone level.

While no updated contingency plans which would allow for the incorporation of climate considerations were created, actions are planned for 2014 that would contribute to attaining this indicator. These actions would be done in 2014 within a larger project on the Iranian Red Crescent-funded pilot study of urban risk in La Paz and the training in VCA that integrates climate change and urban risk. The secretariat continues to highlight the incorporation of humanitarian trends—particularly urban risk and climate change-- into BRC programming as possible.

Additionally, the new BRC strategic plan has mitigation and adaptation to climate change as one of its strategic lines.

Business Line III: Sustainable Development

Outcome 3.1: Red Cross National Societies, through their network of branches, demonstrate leadership through adopting policies, procedures and practices which promote social inclusion, non-discrimination and a culture of peace in the manner in which they work internally, with communities and with other beneficiary groups.

Output 3.1.1: National Society leadership and institutional capacity for partnership exist.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC Strategic Plan reflects more cohesion between the indicators, compared to the previous plan, as a framework for the comprehensive work process.	Current plan	1 plan	17% The first two steps (advocating for the process and National Society's interest) were completed.
By the end of 2013, the BRC has designed at least one integrated programme project.	0	1 project	The BRC has undertaken a process to implement three integrated projects in three different locations.

Comments on progress towards outcomes

In 2013, the regional representation provided technical support for the creation of the project "Saving lives with respect and without violence", which was presented and funded by the Empress Shôken Fund. The BRC received additional support from the British Red Cross and the Finnish Red Cross for the implementation of the integrated project "Healthier and safer communities in urban and peri-urban areas in the municipalities of Tarabuco (Chuquisaca) and Bermejo (La Paz)".

The regional representation fostered an integral work process with the BRC that was launched with work in disaster risk management in urban settings. The secretariat, including the focal point for urban risk and resilience at the zone level, collaborated with the BRC to organize and host the National Workshop on Urban Risk in Bolivia (4-5 December). The different Movement and non-Movement actors, including state institutions, recognized the need for comprehensive and concerted actions to address risk. The National Society will draw upon this experience to advance more integral programmatic actions and partnerships.

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: The National Society addresses major trends and challenges contributing to vulnerability.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has created a sanitation project.	0	1 project	25% The IFRC strategic water and sanitation plan was disseminated.
By the end of 2012, the BRC has at least two new trainers in Training of Trainers for Vulnerability and Capacity Assessment (VCA).	Current number	2 trainers	0% No activities were implemented.
To be defined by DIPECHO VIII	Undefined	Undefined	This will be defined in 2014

Comments on progress towards outcomes

No sanitation project was created in 2012 or 2013 due to the establishment of other priorities. Despite the lack of attaining the established indicator on trainers trained in VCA in 2013, an opportunity for training in VCA will be offered in 2014, as mentioned in output 2.1.3. Employing a perspective that goes beyond one-year increments makes the progress made by the National Society more visible.

This indicator was not defined or attained in 2013. As part of the DIPECHO regional project for the 2013-2014 period, the secretariat plans to support the National Society's capacities in VCA integrating climate change and urban settings in 2014.

Outcome 3.3: Red Cross National Societies have a progressive vision to reduce vulnerability including leadership skills and capacities for working in partnership with communities, government, NGOs, NGLs, academic institutions, the private sector and civil society networks.

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

Indicators	BL	Annual Target	Year to Date Actual
The National Society participates in the Inter-governmental Advisory Committee, Maternal New-born and Child Health (MNCH) parallel event to promote BRC leadership with key stakeholders	0	1 participation	80% The MNCH mapping was presented.
By the end of 2013, the National Society has started its recognition as First Aid reference at a national level.	Current situation	Undefined target	100% 2 trainers from the Ecuadoran Red Cross provided

			training in First Aid to BRC trainers.
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Comments on progress towards outcomes

Following the 80% progress in 2012, the indicator on MNCH was not included in 2013.

In 2013, an emphasis was put on First Aid training and humanitarian diplomacy. In September 2013, a training for trainers in First Aid was given by two members of the Ecuadoran Red Cross Training Institute. As part of this, the BRC's curriculum in First Aid was revised and the corresponding recommendations were presented to the Bolivian Red Cross.

The country support coordinator contributed to the strengthening of the relations and coordination with national and local authorities tied to disaster risk management (DRM), achieving strategic ties with representatives from Civil Defence Vice-Ministry (VIDECI) and the Municipality of La Paz.

The actions in 2013, particularly the above mentioned actions and the National Workshop on Urban Risk contributed to the National Society establishing partnerships to address risk and vulnerability.

Outcome 3.6: 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.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC is part of the reactivated youth network in South America.	0	1 participation	0% No activities were implemented.
By the end of 2012, the BRC has consolidate the training of 14 youth volunteer student groups, compared to figures from 2010.	0	14 groups	100% 14 youth groups were trained

Comments on progress towards outcomes

These indicators were not included in 2013. While 14 youth groups were trained, thus reaching the proposed indicator, the reactivated youth network shows no progress. The latter is contingent on zone-level actions towards this end. Due the changes in human resources in the position in the Americas Zone and financial challenges, no progress has been made in 2012 or 2013. This indicator is not included in 2014 nor considered a high priority for the National Society.

Business Line IV: Humanitarian Diplomacy

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 for information on humanitarian issues and vulnerability reduction.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has more participants from governmental and civil society at its events, in comparison with 2011.	Current situation	5%	0% No activities were implemented.
By the end of 2013, the BRC has more participants from governmental bodies and civil society at its events (such as the presentation of the World Disaster Report) compared to 2012.	Current situation	Undefined target	90% BRC outreach to non-Movement institutions on humanitarian issues and vulnerability.

Comments on progress towards outcomes

While no progress was made towards this indicator in 2012, the BRC, with secretariat support, conducted more outreach activities to non-Movement institutions and stakeholders during 2013. The secretariat assisted the National Society to participate in thematic meetings on humanitarian issues with state institutions. The director of the Americas zone visited the Bolivian Red Cross and agreed to negotiate funding for different activities towards this end. Additionally, alongside the president of the BRC, meetings with VIDECI authorities were held to discuss the implementation of joint activities related to vulnerability and humanitarian issues.

Furthermore, the Americas zone head of operations and the regional representation for the Andean countries participated in the national workshop on urban risk in December 2013, for which support was given to organize and host the workshop. The workshop was broadcast via livestreaming and, as mentioned above, a second national workshop is planned for 2014. The regional representation will continue to work with the National Society—through a wide range of initiatives such as the regional DIPECHO project, the pilot city initiative funded by the Iranian Red Crescent and the second workshop—to strengthen its skills to engage in humanitarian diplomacy on this issue.

Outcome 4.2: Strong links are fostered with governments, the public, academia, private sectors, and other partners of the Red Cross who work at local and national levels, particularly as a representative in key forums addressing humanitarian challenges and trends.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has at least one operation agreement with a non-Movement partner.	0	1 agreement	0% No activities were implemented.

Comments on progress towards outcomes

Due to the lack of funds, actions to foster connections with state and non-state bodies were not implemented in 2012. This indicator was not included in the 2013 operational plan. However as previously mentioned, the secretariat from the highest level in the Americas zone to the regional representation has worked with the National Society to conduct outreach activities with state and non-state actors working on disaster management and other humanitarian issues in the country.

Business Line V: Effective Joint Working and Accountability

Outcome 5.1: A knowledge network is established to provide a framework to disseminate innovations; promote horizontal cooperation and improve programming capacities in administration and finance, IT/Telecom, human resources, logistics and planning, monitoring, evaluation and reporting.

Output 5.1.2: The National Societies in the Americas and the Secretariat successfully organized the XIX Inter-American Conference (IAC) to define our key priorities and strategic orientations for the Americas over the next four years and monitor the outcomes.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has contributed through the working groups and its participation in the XIX Inter-American Conference.	0	100%	100% The BRC participated in working groups in the XIX IAC.

Comments on progress towards outcomes
In 2012, the regional representation facilitated the BRC's participation in the XIX Inter-American Conference and its working groups. The National Society successfully participated in the conference and working groups. This indicator, while important, was not continued in 2013 since it was based on a one-time event. However, the secretariat has supported the BRC to continue to manage, share and improve its knowledge, skills and capacities with other components of the International Movement.

Outcome 5.2: The IFRC Framework for Evaluation is upheld for all secretariat-funded programmes and activities.

Output 5.2.1: Peer-to-peer initiatives around support services (finance, administration, human resources and planning, monitoring, evaluation and reporting—PMER) are promoted among the National Societies and disseminated through the knowledge network.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has more staff and volunteers trained in administration and finance procedures and planning, compared to 2011, as a result of peer-to-peer support from other National Societies and the Secretariat.	Current situation	9 branches	70% The PPP workshop was held in December 2012 and the administration

			and finance procedures were disseminated at the branch network.
By the end of 2012, the BRC, Partner National Societies and ICRC engage in more coordinated political and programmatic work, which the IFRC facilitates.	Current situation	100%	75% The regional representation gave technical support for administration and finance training for volunteers.
By the end of 2013, the BRC has more staff and volunteers trained in administration and finance procedures and planning compared to 2012.	Current situation	Undefined target	0% No progress has been made due to funding constraints.
By the end of 2013, the PRC, Partner National Societies and ICRC recognize more coordinated work at political and programmatic levels facilitated by the IFRC.	Current situation	Undefined target	100% Renewed contact with the ICRC in 2013 has contributed to facilitate Movement coordination.

Comments on progress towards outcomes

In 2013, the Programme/Project Planning (PPP) report was sent to Geneva, yet the branch-level events to reproduce this knowledge are pending since secretariat headquarters has not yet responded. Additionally, the regional representation met with the ICRC regional delegation in Lima to discuss and coordinate future work in Bolivia.

Currently there are no allocated funds to support the implementation of the PPP at the branch level or Movement coordination. Joint work and accountability requires financial resources in addition to willingness on the part of the diverse components of the International Federation.

Output 5.4.1: National Societies in the Americas have a plan aligned with *Strategy 2020* and report data on Federation-wide Reporting System (FWRS) indicators.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the BRC has a National Strategic Plan aligned with <i>Strategy 2020</i> .	0	1 plan	60% More than half of the drafting of the plan was completed.

By the end of 2012, at least three indicators of the Federation-wide Reporting System are integrated into the BRC project, planning and monitoring system.	0	3 indicators	5% The secretariat met with the BRC to explain the FWRS.
By the end of 2013, the BRC has developed at least 5 operational plans	0	5 plans	60% With the creation of the BRC Strategic Plan 2013-2018, the base has been established for the future development of the operational plans.
By the end of 2012, the BRC has started the implementation of at least three Branch Development Plans	0	Implementation of three plans	60% The new strategic plan serves as a basis for these.
New National Strategic Plan approved and implemented	0	1 plan	100% BRC Strategic Plan 2013-2018 created.

Comments on progress towards outcomes

The 2012 indicators reflect the BRC's progress to create a new strategic plan. This multi-step process involved several rounds of drafts and feedback.

The secretariat presented the FWRS indicators in September 2012, with the expectation that the BRC will include these indicators in their systems for project planning and monitoring.

The process and review of the BRC Strategic Plan was completed and entered into effect on 1 July 2013. Technical guidance and support were provided for its implementation, as well as the creation of annual operative plans to support the implementation of the former. The latter plans remained in process at the end of 2013 (there was a delay due to the organization of the national workshop on urban risk). The regional representation will continue to follow through on the creation of the operational plans in 2014.

Stakeholder participation and feedback

While the respective regional representations of the IFRC and the ICRC met in Lima to discuss future coordination in Bolivia, sustained efforts are needed to align the support provided to the Bolivian Red Cross.

The organization of the National Workshop on Urban Risk brought together state and non-state institutions and stakeholders to strategize on how to address urban risk in the country. This event allowed for renewed relationships between the national response system and the National Society.

The BRC, with secretariat support to this end, is committed to establishing participatory processes that range from state institutions to the community level authorities.

The Bolivian Red Cross's creation of its new 2013–2018 Strategic Plan for Institutional Development and its future operational plans were done in a collaborative manner between the National Society, the secretariat and other key stakeholders on select issues. The National Society is committed to participatory processes, and the secretariat plans on rising to the challenge of identifying the needed financial resources to support this commitment in strategic programmatic and administrative-financial actions in 2014.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
As the BRC receives more support for urban risk initiatives, it will face the challenge of ensuring sustained implementation of the new tools created and learned.	M	The secretariat has developed plans that incorporate the implementation process to monitor the BRC's putting into practice of the new knowledge.
One of the main factors that will contribute to the BRC's organizational development is functional governance and management structures.	M	The secretariat will incorporate organizational development support within its programmatic support planned for 2014.
The BRC is challenged to engage in timely accounting, monitoring and reporting of its actions.	H	The National Society requires technical assistance in these areas, particularly as many of the initiatives planned for 2014 depend on transparent and timely accounting, monitoring and reporting.

Lessons learned and looking ahead

The secretariat provided sustained support for one of the National Society's central achievement in 2013: its new strategic plan. While there were some delays in the process, experience has showed that taking the necessary steps ensures the creation of products appropriate to the institutional needs and national context. The regional representation will continue to accompany this process, particularly the dissemination of the strategic plan at the branch level and the creation of the pending operational plans.

Additionally, the Bolivian Red Cross has taken on the humanitarian trend of urban risk. While the specificities of risk are not included as such in the current strategic plan, there are several strategic objectives that relate to risk in urban settings. With secretariat support, already committed for 2014, the BRC will organize second national workshop on urban risk, will implement an Iranian Red Crescent-funded multifaceted pilot study on urban risk in the capital city La Paz; and a training event on VCA in urban contexts supported by the regional DIPECHO project.

Ongoing secretariat support will contribute to raising the capacities and related profile of the Bolivian Red Cross as a competent and active humanitarian actor at the national and community level in the country.

Financial situation

Click here to go directly to the financial report.

<http://www.ifrc.org/Docs/LTPF%20Process/LTPF/2013/MAABO00113arf.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.

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

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