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Peru

Mid-Year Report

 International Federation
of Red Cross and Red Crescent Societies

MAAPE002

20 September 2012

**This report covers
the period 01 January
2012 to 30 June 2012.**

*The Peruvian Red Cross has
assisted families in the emergency
response to floods in the Northern
Amazon.*

Source : Peruvian Red Cross



Overview

During the first half of 2012, the regional representation for the Andean countries (regional representation) has worked closely with the Peruvian Red Cross (PRC) to strengthen its capacities in disaster management, health and care and organizational development. In line with *Strategy 2020*, the Peruvian Red Cross continues to strengthen its skills to better fulfil its mandate to respond to the humanitarian needs of the most vulnerable people in Peruvian society.

Working in partnership

Operational Partners	Agreement
International Committee of the Red Cross	Movement cooperation
American Red Cross	Bilateral cooperation
Finnish Red Cross	Multilateral cooperation
German Red Cross	Bilateral cooperation
Norwegian Red Cross	Multilateral cooperation
Spanish Red Cross	Bilateral cooperation
Swedish Red Cross	Multilateral cooperation

The PRC coordinates with a wide variety of institutions, particularly international cooperation agencies, regional bodies, and the UN system agencies. During this reporting period, the National Society has maintained coordination for its comprehensive humanitarian actions with: the Andean Community of Nations (CAN), the Andean Committee for Disaster Prevention and Relief (CAPRADE), the European Commission - Humanitarian Aid and Civil Protection (ECHO), the Pan American Health Organization (PAHO), the Regional Humanitarian Information Network Project (Redhum), the United Kingdom Department for International Development (DFID), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the OCHA-led humanitarian network, the United Nations Development Programme (UNDP), and the United Nations Joint Programme on HIV and AIDS (UNAIDS). The regional representation jointly with the Peruvian Red Cross has also supported the State's incorporation of Disaster Law.

Progress towards outcomes

Business Line I: Humanitarian Standards

Outcome 1.1: The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability, the exposure to risks and the ability of most vulnerable people to deal with their daily challenges; and capture learning and knowledge management to improve the quality of Red Cross work.

Output 1.1.1. Humanitarian access is addressed through learning and action.

Measurement			
Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has participated in at least two government round tables related to the national legislation for international disaster response law- IDRL.		2	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes
The PRC has not yet established the programmed IDRL roundtables with government actors. By the end of the first quarter, the IDRL report was in the process of being completed and edited. It is expected that the National Society will be able to establish contact with pertinent governmental authorities during the second half of the year.

Output 1.1.2. The Inter-agency and Movement emergency shelter sector has the appropriate global and in-country coordination and support.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has analysed its shelter capacity in the National Disaster Risk Management Plan.		1	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC has analysed its shelter capacity in the National Plan for Preparedness and Response.		1	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes
The PRC is committed to strengthening its shelter capacities and the secretariat is interested in providing technical support in order to achieve this goal. However, this work has been severely limited due to funding constraints at the regional and national level. Nevertheless, as part of the emergency operations in Loreto and Maynas, as well as following OCHA's request to activate the shelter cluster, the National Society

participated actively in shelter assessment.

During this reporting period, a shelter training addressed to volunteers and personnel from the main office, was facilitated by the PRC focal point.

Output 1.1.3. Urban risk reduction, climate change adaptation, migration, violence prevention, non communicable diseases is better understood and promoted within National Society.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has analysed the key humanitarian trends in their new Strategic Plan, identified in the country and defined within the Zone plan.		1 plan	33% These trends were analysed as part of the PRC 2012-2015 Strategic Plan.
By the end of 2012, the PRC has analysed the key humanitarian trends in the plan of the National programme for Disaster Risk Management as identified in the country and defined within the Zone.		1 plan	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC has analysed the key humanitarian trends in the plan of the National health programme as identified in the country and defined within the Zone.		1 plan	50% The health area has an internal operational plan to incorporate community based health and first aid in action (CBHFA), non communicable diseases and road safety guidelines.
By the end of 2012, the PRC considers the key humanitarian trends as defined within the National Society strategic plan during the identification and formulation of at least two of its new projects.		2 projects	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

The Peruvian Red Cross, with support from the regional representative, is making progress towards promoting new trends into its national work in order to better address the humanitarian needs of the Peruvian population. The secretariat (regional representative, country support plan coordinator, the health coordinator and the disaster risk management delegate) contributed to the creation of the Strategic Plan 2012-2015. They participated in five National Society workshops, held meetings, and provided comments on four draft documents. During this same process to elaborate the PRC Strategic Plan for 2012-2015, four trends were defined in alignment with the Zone plan and based on the country context and PRC's capacities. The trends that contribute to increasing communities' vulnerabilities were strategically identified as future work areas.

Despite the regional representation's support and assistance on these topics, it is important to note that the

PRC has prioritized the recovery of its institutional capacity and modernization in the short to medium term. The National Society is moving towards establishing key strategic and programmatic foundations which include actions in urban risk management that seek to reduce its impact on communities and the fulfilment of its humanitarian mission according to its current institutional capacity.

With regards to the health area, the PRC now has an internal health plan to develop the main topics in health, especially community health, non-communicable diseases, and road safety. In this reporting period, the PRC participated in the water and sanitation meeting held in Guatemala. The revision to the National Intervention Team- NIT curriculum on this topic was reviewed and information on the global platform on water and sanitation will be disseminated in the second half of this year.

Outcome 1.2. A system for research, education, learning and knowledge-sharing initially focusing on urban risk reduction, climate change adaptation, migration issues, and violence prevention enhances the understanding of these trends in the context of the Red Cross, as well as the capacity to address them.

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	Implementation to date
By the end of January 2013, the PRC has drawn up its annual report of the 2012 operating plan.		1 report	25% The PRC has completed the first of the four tasks comprising this process -, the planning stage.

Comments on progress towards outcomes

During the development of the 2012 operating plan, the secretariat (the regional representative, the country support plan coordinator, the health coordinator and the disaster risk management delegate) contributed to the elaboration of this plan in two National Society workshops, meetings, and provided comments on two draft documents. After the operating plan was approved in early March, the PRC has completed the first of four tasks, the planning stage. In the second half of 2012, plans are underway to complete the remaining tasks: monthly and quarterly monitoring, evaluation, and the annual report for this plan.

Although the proposed operating plan was completed by January 2012, it took more time than expected for the PRC governing board to approve it. This situation has delayed the implementation of planned activities.

The National Society has drawn up a first draft of their health plan which was developed with funds from DFID. The next step will be the validation meeting with technical personnel from the branches. This plan seeks to define health topics relating to work at community level in the coming years.

Outcome 1.3: The use of Federation-wide assessment tools, furthering the understanding of the collective impact of the Red Cross and Red Crescent Societies is promoted.

Output 1.3.1 Organisational Capacity Assessment and certification- OCAC process established.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has completed its institutional self assessment and received the results and recommendations to further develop and maintain its strengths and how to address the identified weaknesses.		1 Self-assessment	33% The first two of the six tasks completed:- information for the PRC and confirmation of its commitment in this process. Dates have been set for the OCAC self-assessment in early November.

Comments on progress towards outcomes

This process is composed of six tasks: information for the National Society, commitment, preparation for the self-assessment, self-assessment, receipt of the results and recommendations, and further development. The PRC included the OCAC process as an indicator in its 2012-2015 Strategic Plan. The secretariat facilitated the participation of a representative from the PRC's management staff in the introductory workshop on OCAC, as well as the dissemination of this information within the national headquarters and with the governing board. The National Society sent a letter confirming its commitment to conducting the self-assessment in 2012. An OCAC workshop is now scheduled to be held from 1 to 3 November.

By the end of 2012, it is expected that the self-assessment will have been completed. The remaining three tasks will have to be included in the secretariat's 2013 Operational Plan.

It was agreed with American Red Cross and the PRC to link the OCAC process with the STAR process.

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

Output 1.4.1 The capacity of the National Societies to provide professional qualifications and skills to volunteers and staff at all levels is strengthened.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the capacity of the PRC to provide professional qualifications and competences in "Good Governance" to governing board at central level and in at least five branches is strengthened.		6 groups	18% The first of the eight tasks—a workshop-- of this process was implemented.
By the end of 2012, the PRC has increased the use of the Federation Learning Platform compared to 2011 (91 users) and promoted it.		5%	11% The first of the nine tasks— simulation in a workshop-- of this process was implemented.

Comments on progress towards outcomes

As the capacity to provide professional qualifications and skills is a medium-term process, achieving this outcome entails several steps. During the first half of this year, the PRC national governing board received essential information regarding good governance. The IFRC secretariat (the regional representative and country support plans coordinator) in conjunction with the ICRC provided technical training on "Good Governance" in a workshop in March for the national governing board. This was the first of eight planned workshops (three for the governing board and five at the branch level). The workshops at the central level and branch level are pending since PRC members apparently require more time to convert this knowledge into professional qualifications and competencies. While it is expected that more workshops will be organized during the last half of this year, it is apparent that some of these issues will have to be included in the secretariat's 2013 Operational Plan.

The promotion of the Federation learning platform is underway. This nine-task process is composed of simulation in at least eight workshops and the dissemination of Federation promotional material on human resources. The first of these simulations in a workshop was conducted during this reporting period.

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 disaster crisis plans and programmes.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has developed the National Disaster Risk Management Plan.		1 plan	5% The terms of reference have been developed for the National Disaster Risk Development Plan, which is scheduled for the second half of 2012.
By August of 2012, the PRC has a National Plan for Preparedness and Response, which has been developed in a participatory manner.		1 plan	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC has contingency plans for earthquakes, tsunamis, and epidemics at national level.		2 plans	50% The Health Coordinator carried out an internship in Health in Emergencies in the Zone Office in Panama. The majority of the other activities towards this

			indicator have yet to be implemented. A draft of the contingency plan for epidemics has been prepared.
By the end of 2012, the PRC has immediate response and relief teams trained and equipped in at least two branches.		2 teams	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

While a significant portion of the activities towards achieving this outcome have not been completed, the health area has made some progress. The national disaster risk management plan is scheduled to be drafted during the second half of 2012. The health area sent its health coordinator to the Zone office for an internship in Health in Emergencies, as well as drafting a contingency plan for epidemics. This draft will be revised by the technical coordinators during the next meetings. The document was drawn up based on the IFRC guidelines and elaborated with funds from DFID.

The PRC has also implemented a project against dengue, and to respond to the emergency of widespread flooding in the Maynas region. The volunteers have been working in different areas in the communities, activities in: water and sanitation, and prevention against dengue, leptospirosis, pneumonia and cholera have taken place. The Maynas branch coordinated with the Minister of Health to create campaigns and home visits. The National Society received technical support (health RIT) in order to close the process. Please see the DREF bulletin and DREF update for the floods operation.

<http://adore.ifrc.org/Download.aspx?FileId=24425>

<http://adore.ifrc.org/Download.aspx?FileId=29637>

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

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has identified at least one initiative to improve the management related to volunteering in emergencies, according to the recommendations of the regional assessment of the application of common Minimum Standards for Volunteering in Emergencies.		1 initiative	38% Three of the eight activities have been completed: terms of reference, initial interview with the National Society, the use of a questionnaire on the process of volunteering in emergencies.

Comments on progress towards outcomes

The PRC has completed three of its projected actions for 2012 in the regional assessment of the application of common minimum standards for volunteering in emergencies. The terms of reference for the assessment were distributed and the questionnaire was presented to the PRC, which has yet to be returned. The assessment is composed of eight activities: the terms of reference, initial interview with the National Society,

the use of a questionnaire, responses to the questionnaire, additional interviews, analysis, a round of feedback, and the final report. The PRC has made progress towards reaching a large part of this projected outcome in 2012.

Output 2.1.6 Increased the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through promoting the effective functioning of the Federation.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, improved logistics, administration and finance policies and procedures are integrated into the PRC.		1 procedure	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

While progress has not been formally made towards this outcome, the PRC has taken the strategic decision to delay the implementation of related actions until the new Executive Director is in office. Thus, the improvement of logistics, administration and finance policies and procedures is programmed for the second half of the year.

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	Implementation to date
By the end of 2012, the PRC has trained in community work volunteers from at least five branches, according to its new community intervention strategy.		20 volunteers	5% The terms of reference have been created for the development of the community approach.
By the end of 2012, the PRC has at least one operational agreement with a partner outside of the Movement.		1 agreement	30% Working relationships with the Ministry of Health, PAHO, and other health-related organizations underway.

Comments on progress towards outcomes

Because of all the institutional changes within the PRC, certain health-related activities have been

programmed for the second half of the year. During this reporting period, the regional representation has shared the IFRC global health plan as part of its technical support to the National Society, so it can review its national health plan. The validation of the PRC's national health plan is scheduled for the second semester.

The PRC is committed to consolidating comprehensive work which integrates the areas of health, disaster risk management- DRM, organizational development, and services. However, this multi-phased activity shows progress of 17 per cent due to the resignation of the Executive Director in early January 2012. The former director had presented this project proposal through the DFID project to establish a comprehensive approach. Given that only the first tasks were conducted during this reporting period, and if everything continues as planned, the PRC will be able to complete the initial steps of the process by the end of 2012, the remaining tasks will have to be included in the IFRC Secretariat Operational Plan for 2013.

To implement the planned DRM activities is a challenge, due to the lack of a national disaster management plan and a national response plan, which need to first be created.

The Peruvian Red Cross has a good working relationship with the Minister of Health, PAHO, and other health-related organizations working at the national and local levels on comprehensive health issues.

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 National Society addressing major trends and challenges contributing to vulnerability.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, capacities in at least 2 communities in Peru are strengthened in risk reduction to develop safe and resilient communities		2 communities	30% While the proposed communities remains to be identified, progress has been made in maternal newborn and child health (MNCH) mapping and the road safety initiative.

Comments on progress towards outcomes

The PRC has undertaken work to address the challenges that contribute to vulnerability. While the DRM activities are programmed for the latter half of 2012, the National Society has been engaged in the MNCH mapping during this reporting period. Additionally, road safety initiatives have been implemented.

The terms of reference for the development of the CBHFA approach have been created in order to incorporate this approach in the next projects. Additionally, there are 47 volunteers trained in CBHFA from 3 branches (workshops in Arequipa, Lima and Maynas), with the capacity to reach some 1,000 families during an intervention.

The exchange of experience in community-based health and first aid, and the regional workshop on behavioural change are pending.

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, NGIs, 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	Implementation to date
By the end of 2012, the PRC has had more participants from the governmental and civil society at its events (such as the presentation of the World Disaster Report) compared to 2011.		5%	20% The PRC participates in coordination with other institutions on humanitarian issues.

Comments on progress towards outcomes

Through the National Society's participation and cooperation in coordination bodies on humanitarian issues, the Peruvian Red Cross strengthens its public recognition as a leading institution in the field. During this reporting period, the PRC has maintained its active participation in the Humanitarian Network and coordination working groups; these are programmed to be continued during the second half of the year.

Output 3.4.3. All heads of IFRC regional and country offices are trained in advanced NS development principles, approaches and methods.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC staff and volunteers from the national governing board and at least 5 branches are trained in development principles according to the framework "Building Strong National Societies".		6 groups	13% The governing board at the central level has received information on the framework, "Building Strong National Societies"
By the end of 2012, the PRC has a new legal base aligned with the recommendations from the Joint ICRC/IFRC Commission for National Society Statutes.		1 constitution 1 internal rules	10% The governing board at the central level is firmly committed to reviewing the legal basis of the National Society, and analyse the comments from the joint ICRC/IFRC Commission.

Comments on progress towards outcomes

In support of good governance in the PRC, the secretariat (regional representative and country support plan coordinator) provided technical support in designing the agenda and methodology to be employed in the

workshop organized in May, for the national governing board. One of the key results of the meeting was the PRC's review of its Constitution.

Although the secretariat advocated for the review of the legal base, as requested by the National Society's Assembly, this activity was only 10 per cent completed during this reporting period. The current delay is due to the lack of cohesion in the governing board's decisions. This situation will delay the process.

With regards to the programmed activity of providing technical support for training on "Building Strong National Societies", this activity was 13 per cent completed at the end of the reporting period. This process is programmed to continue in the second semester.

Outcome: 3.5: Volunteers of National Societies, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has developed the foundations to properly manage their volunteering to carry out their humanitarian actions.		1 tool-kit proposal	100% The volunteering policy has been completed.
By the end of 2012, the PRC has improved the management of its volunteers in at least 5 branches compared to 2011, actively involving volunteers as actors key to their own development in the institutional life.		5 branches	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

The Country's Support Plan Coordinator provided technical assistance in order to develop the volunteering policy, and also participated in several meetings with the National Volunteering Coordinator and other technical staff from the PRC national headquarters. This activity was 100 per cent accomplished, since the proposal for the volunteering policy is the result of a long process which started in 2010 and was agreed with the National Society and the regional representative, in coordination with the Zone Volunteering Development Coordinator.

It is expected that by the end of the year, the PRC will have a proposed volunteer policy.

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	Implementation to date
By the end of 2012, the PRC has recruited and trained young volunteers to promote the Red Cross culture in the youth networks, within the framework of the celebration of the International Year of Youth.		5%	10% The PRC has begun to receive technical assistance to create action plans with branches.

Comments on progress towards outcomes

In February 2012 the National Volunteering Coordinator resigned from his position. As a result, the activities programmed for this semester were delayed. However, a new national volunteering coordinator is in place, and meetings with the secretariat have been held, in order to foster the implementation of the activities. It is expected that the activities will be fully implemented by the end of 2012.

Business Line IV: Humanitarian Diplomacy

Outcome: 4.3: National Societies and donors invest increasing financial and human resources to improve National Societies' abilities to deliver internal support services as the way forward for providing strong programming.

Output 4.3.1. Resource mobilization capacities and efforts of the National Societies are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has increased the resource mobilization capacities and diversification of its funding sources compared to 2011, according to its financial statement.		10% more	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

The lack of earmarked funds to work towards this outcome is an extreme challenge. While the National Society is interested in expanding its capacities to mobilize funds, and eventually work toward self-sustaining activities, unless there is support in the present, this will continue to be unlikely in the future.

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, reporting and evaluation.

Output 5.1.2. The National Societies in the Americas and the Secretariat successfully organised 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
By the end of 2012, the PRC has contributed through the working groups and its participation to the XIX Inter American Conference.		100%	80% The PRC has contributed through the working groups and participated in the XIX Inter American Conference.

Comments on progress towards outcomes

In early January 2012, the PRC Executive Director who was part of the working group on violence prevention resigned from his position in the National Society, affecting the projected contribution of the National Society to the XIX Inter American Conference and working groups. Nevertheless, the regional representation facilitated the PRC's participation in the conference and its working groups. The PRC participated in Violence

Prevention, Volunteering, Youth, Management and Governance working groups. More than mere attendance, the PRC's active participation was additionally key to ensuring its progress in other areas.

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

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has improved its policies and procedures regarding administration, logistics, finance, human resources and planning, monitoring, evaluation and accountability, by the peer-to-peer support from other National Societies and the secretariat.		1 procedure	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC, PNS and ICRC recognize more coordinated work at political and programmatic levels facilitated by the Federation.		100%	33% Six Movement coordination meetings were held.

Comments on progress towards outcomes

The PRC is committed to improving its policies and procedures for administration; logistics; finance; human resources; planning, monitoring, evaluation; and accountability. During the first half of the year, actions towards meeting this outcome were delayed due to the decision to put this on hold until the hand over to the new Executive Director was completed.

Outcome: 5.3: National Societies' access and ability to use affordable technologies are improved, increasing outreach in a self-sustaining manner by bridging the digital divide.

Output 5.3.2. National Societies develop policies and procedures to manage their technology.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has sustained the VOIP/VPN communication system		100%	0% Funding challenges have hindered progress towards this indicator.
By the end of 2012, the PRC has formalized procedures use of VOIP / VPN communication system		1 procedure	0% Funding challenges have hindered progress towards this indicator.

Comments on progress towards outcomes

Although the regional representation would like to facilitate the PRC's development of technology policies and procedures, this has been affected by funding challenges. The PRC has difficulties to cover its fixed operation costs, including staff salaries, which has caused turnover in key National Society positions. The IT Coordinator resigned in March 2012. This combined with the resignation of the IT Zone Manager delayed the implementation of activities, which will have to be included in the 2013 secretariat operational plan.

Output 5.4.1. National Societies in the Americas have a plan aligned with Strategy 2020 and report data on Federation wide reporting indicators.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has a National Strategic Plan aligned with Strategy 2020		1 plan	67% The PRC has developed a proposal for its 2012-2015 Strategic Plan.
By the end of 2012, at least 5 indicators of the Federation-wide Reporting System are integrated in the PRC planning, monitoring, evaluation and accountability system.		5 indicators	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

As mentioned for other outputs, the internal changes in the PRC have meant that a new Executive Director entered in June 2012. The PRC took the strategic decision to start the improvement of policies and procedures for the areas of administration, logistics, finance, human resources and planning, monitoring, evaluation and accountability in August 2012.

Output 5.5.1 The IFRC Framework for Evaluations is upheld for all the evaluations carried out in the secretariat funded programs in the Americas.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has considered the IFRC Framework for Evaluations for the improvement of its Planning, Monitoring, Evaluation and Accountability system		1 procedure	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

As stated for the previous output, the internal changes in the PRC have meant that a new Executive Director entered in June 2012. The PRC took the strategic decision to begin the improvement of their policies and procedures for the areas of administration, logistics, finance, human resources and planning, monitoring, evaluation and accountability in August 2012.

Outcome: 5.6: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies.

Output 5.6.1 IFRC policies on support services (finance, administration, human resources and planning, monitoring, reporting and evaluation) are disseminated among National Societies.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has considered the IFRC policies on support services for the improvement of its Management Systems.		1 procedures	0% Activities towards this indicator have yet to be

			implemented.
By the end of 2012, the PRC consolidated the accounting information at central and local levels, including at least two branches, and maintains it updated.		2 branches	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC has approved its Organization and Functions Manual.		1 manual	0% Activities towards this indicator have yet to be implemented.
By the end of 2012, the PRC policies and procedures regarding human resources (recruitment process) are integrated in the PRC policies and procedures regarding administration and finance.		1 procedure	0% Activities towards this indicator have yet to be implemented.

Comments on progress towards outcomes

As previously stated, the internal changes in the PRC have meant that a new Executive Director started in June 2012. The PRC took the strategic decision to begin the improvement of policies and procedures for the areas of administration, logistics, finance, human resources and planning, monitoring, evaluation and accountability in August 2012.

Stakeholder participation and feedback

The coordination between the Peruvian Red Cross, the ICRC, and the IFRC is maintained through regular tripartite meetings. In addition, the close working relationship between the PRC, the ICRC, PNSs, and the IFRC has been facilitated by six coordination meetings held to better align the National Society's actions according to a common approach, and to work in a more effective manner. These efforts focus on supporting the implementation of the National Society's recovery plan.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
Internal conflicts between members continue.	H	The leadership capacities of the governance body should be strengthened as a strategy to ameliorate conflicts and work towards consensus-based solutions.
The recent change of the Executive Director has meant the possibility of fomenting positive and negative changes.	H	The internal problems of the PRC are in the process of being resolved. However, the change in leadership has delayed programmed activities and strategic actions. The secretariat is challenged to continue its close monitoring and support for the National Society so as to use this most recent change as a positive impetus for other needed transformations.
The PRC had difficulties in covering its fixed	H	Strategic planning must be concurrent

operational costs, causing a reduction from 24 to 11 staff positions in its main headquarters during 2011. This has also reduced the PRC's capacity to implement activities.		with actions to identify and obtain needed funding sources.
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Lessons learned and looking ahead

Even though the judicial administration of the Peruvian Red Cross has ended, organizational challenges remain. Four important factors considered essential to address these challenges include the need to:

- maintain the stability of the governing and management bodies
- reduce short-term institutional challenges by improving management
- translate the National Strategic Plan into concrete programmes and projects
- review the PRC's Statutes
- open the National Society to new members and volunteers.

The recovery path and the priorities are clearly defined and planned; the National Society is committed to implement and achieve this plan, but more than ever, strong and decisive support from the Movement components will be necessary to strengthen the National Society and avoid future crises.

Financial situation

During this reporting period, expenditure for development programmes amounted to 55,000 Swiss francs representing 72.39 per cent of the funds received for the implementation of the plan.

[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
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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