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Peruvian Red Cross Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAAPE002
17 May 2013

**This report covers the
period 01 January 2012
to 31 December 2012.**

*The Peruvian Red Cross works in the
country's highland regions.
Source: Peruvian 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 Peruvian Red Cross (PRC) in 2012 so that the National Society could better fulfil its humanitarian mission. Particular reinforcement was given to the PRC in the areas of disaster management, health and care, and organizational development. These joint actions were done in alignment with International Movement strategies and standards, including *Strategy 2020* and the Inter-American Framework for Action 2012-2016.

During 2012, the PRC showed visible results of the long-term process to remove the National Society from the judicial oversight by the Peruvian government and to rebuild it into an independent and functioning institution. The PRC has created a stable management structure and established a road map for 2013-2014 in order to resolve existing conflicts and build consensus in the governance body.

In March, the hydro-meteorological conditions off the Pacific Ocean and the La Niña weather phenomenon caused increased precipitation levels, which led to the rising of the Amazon River and subsequent flooding along its banks and tributaries. The severe flooding led to the government declared 18 of the 24 departments in emergency. The PRC started a three-month (later extended to four) DREF operation to respond to the extremely serious flooding in the northern Amazonian department of Loreto.

Through this DREF operation, and with support from the American Red Cross, German Red Cross and Spanish Red Cross, the National Society reached 3,376 affected families (16,880 persons) through a plan of action that effectively integrated health campaigns, psychosocial support, vector control activities, cleaning of homes and communities, and distribution of relief items and safe water.

The PRC initiated another DREF operation in late November. In epidemiological week 45, government health authorities reported over 20,000 cases of dengue, including eleven deaths in October and November. The PRC embarked on a three-month operation to reach over 20,000 people with information and provide support to the overloaded health system with treatment.

Working in partnership

The Peruvian Red Cross has solid International Movement partners who have accompanied it to mobilize resources in times of emergency, as well as institutional strengthening efforts at other moments. The following table details the current agreements maintained by the National Society:

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. In 2012, the National Society coordinated 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% No activities were implemented.

Comments on progress towards outcomes

In 2012, the PRC did establish the programmed IDRL roundtables with government actors. The extension of these proposed actions are scheduled for 2013. The IDRL report was completed and edited.

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% No activities were implemented.
By the end of 2012, the PRC has analysed its shelter capacity in the National Plan for Preparedness and Response.		1	0% No activities were implemented.

Comments on progress towards outcomes

The lack of funds at the start of the year did not allow for a proper start to this output. However, as part of the DREF operation for the floods in Loreto, as well as following OCHA's request to activate the shelter cluster, the National Society actively participated in shelter assessment. The PRC focal point organized a training session for volunteers and personnel from the national headquarters.

While it a shelter analysis was planned during the development of the PRC's Plan for Preparedness and Response, it was not prioritized. The National Society foresees its implementation in 2013.

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	100% 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	10% The terms of reference and hiring of the consultant to develop the National Disaster Risk Development Plan.
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. 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. However, following the institutional damage generated by the institutional crisis, the PRC's strategic objectives place more focus on institutional capacity, organization and modernization.

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. As the year came to a close, the Terms of Reference for the consultant to facilitate this participatory process were created and the consultant was hired. This consultant, with secretariat support and National Society leadership, has the task of developing the National Disaster Risk Development Plan in the first semester of 2013.

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. This year, the PRC participated in the water and sanitation meeting held in Guatemala, where the National Intervention Team-NIT curriculum in water and sanitation was reviewed, and the CBHFA regional meeting held in Peru, which included a field visit to a marginal urban community where the National Society employs this methodology.

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	100% The PRC has completed this process.

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 its elaboration in two National Society workshops, meetings, and provided comments on two draft documents. The operating plan was approved in March and the monthly and quarterly monitoring, evaluation, and the annual report for this plan were conducted in the second half of the year.

The National Society has written the draft of their health plan, developed with funds from DFID, which at the end of the year was still in the validation process and in the alignment process with the PRC Strategic Plan.

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	67% Four of the six tasks completed: information for the PRC and confirmation of its commitment in this process; preparation of self-assessment; and National Society self-assessment.

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 was held in November for the self-assessment.

The two remaining tasks will be completed in 2013, which will be based on the results of the self-assessment.

The PRC, secretariat, and American Red Cross agreed 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. Early 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. The remaining workshops will be held in 2013, as has been 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 earlier this year.

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 has been postponed for 2013.
By August of 2012, the PRC has a National Plan for Preparedness and Response, which has been developed in a participatory manner.		1 plan	5% The proposal to hire the consultant to facilitate the creation of the plan has been created, with the goal of presenting in the first half of 2013.
By the end of 2012, the PRC has contingency plans for earthquakes, tsunamis, and epidemics at national level.		2 plans	50% The Health Coordinator held an internship in Health in Emergencies in the Zone Office in Panama. The contingency plan for epidemics was created and validated by the branches.
By the end of 2012, the PRC has immediate response and relief teams trained and equipped in at least two branches.		2 teams	100% This goal has been surpassed. The CRP has 5 teams in the branches in Lima, Arequipa, Coronel Portillo, Iquitos and Nazca.

Comments on progress towards outcomes

The PRC made great progress in the second half of 2012 by completing its contingency plans for epidemics and the training of five immediate response teams in five branches. The contingency plan for epidemics was validated in a national meeting by 21 branch-level health focal points. A training course for the immediate response team was held in December in Lima, with newly acquired equipment.

The health coordinator held an internship in the Zone office in Health in Emergencies, as well as received support to draft a contingency plan for epidemics. The document was drawn up based on the IFRC guidelines and elaborated with funds from DFID.

As mentioned above, the PRC implemented a DREF operation for flooding in the Northern Amazon. The volunteers conducted activities in: water and sanitation, and prevention against dengue, leptospirosis, pneumonia and cholera. The Maynas branch coordinated with the Minister of Health to create campaigns and home visits. The National Society received technical support (health RIT) to complete this operation. Additionally at the end of 2012, the PRC began another DREF operation for a dengue outbreak in the central

Amazon, which was ongoing as the year came to a close.

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	100% The initiative was completed.

Comments on progress towards outcomes

The PRC completed 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, the initial interview with the National Society was held, the questionnaire was used, responses were received, additional interviews were held, the information was analyzed, feedback was given, and the final report was presented. The PRC included volunteering in emergencies as part of its target groups in its proposed volunteering policy.

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	25% A draft of logistics procedures as part of the PRC administration and finance regulations was created.

Comments on progress towards outcomes

The PRC delayed the implementation of these actions until the new Executive Director began. While the plan logistics capacity assessment was not conducted this year, the National Society drew up administration and finance regulations that included a draft of key logistics procedures.

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	33% A new community intervention strategy was created.
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

While the planned activities of technical assistance to design a training course and the offering of the course to volunteers has been postponed by the governing board until 2013, the PRC took actions to strengthen its capacities for building partnerships at the community level. As stated above, a new community intervention strategy was created. Several members from governance and management bodies at the national headquarters, as well as volunteers from 21 branches validated this strategy. The NS hosted two meetings and received contributions from the ICRC; Spanish Red Cross, German Red Cross and American Red Cross, as well as the secretariat.

The PRC remains committed to integrating the areas of health, disaster risk management, organizational development, and services. Due to governance body changes, this multi-phased activity only was 17 per cent completed during 2012. The continuation of this activity is foreseen for 2013.

The CBHFA regional workshop in December in Peru allowed the PRC to demonstrate its communities ties by organizing a field trip to one of the urban marginal communities with whom in works.

The planned DRM activities were not implemented. A national disaster management plan and a national response plan are prerequisites to this process.

The Peruvian Red Cross continued its effective working relationship with institutions dedicated to comprehensive health issues, such as the Minister of Health, PAHO, and other health-related organizations at the national and local levels.

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. The PRC conducted MNCH mapping and road safety initiatives in 2012.

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. Two representatives from the NS participated in the CBHFA regional meeting in Lima in December.

Additionally, with the support of the regional representation in 2012, the PRC conducted work on VIH, health in emergencies, voluntary non-remunerated blood donation and road security.

The exchange of experience in community-based health and first aid, and the regional workshop on behavioural change will have to be retaken up in 2013.

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, NIGs, 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

The National Society participated in coordination bodies on humanitarian issues via active participation in the Humanitarian Network and coordination working groups. The PRC understands that this participation has multiple functions, contributions to these areas of work as well as better positioning itself with other humanitarian actors.

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. The PRC also created a technical commission for reviewing the National Society Statutes; this commission is composed by 2 members from the PRC governance, a technical advisor from the secretariat as well as another from the ICRC.

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 in 2012 due to a decision by the PRC governing board. The projected tasks are included in the secretariat plan for 2013.

With regards to the programmed activity of providing technical support for training on "Building Strong National Societies", this activity was 13 per cent completed.

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	10% The Volunteering management foundations (policy, guidelines, etc) proposal was disseminated in branches.

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. The PRC governing board postponed the approval process until 2013. However, the PRC Volunteering Coordinator, supporting by the secretariat, shared the proposal of the Volunteering management foundations (policy, guidelines, etc) with 6 branches (Lima, Arequipa, Iquitos, Pisco, Puno and Coronel Portillo) in order the branches can test the implementation of this proposal with their volunteering.

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 received technical assistance to create action plans with branches.

Comments on progress towards outcomes

With staff changes in the national volunteering coordinator position, certain tasks were unable to be implemented in 2012. However, the secretariat held meetings with the new coordinator for project monitoring. The PRC created new promotional material for the recruitment of young volunteers.

The Lima branch recruited and trained 100 new young volunteers in 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	23% PRC increased its resource mobilization capacities of the national training school.

Comments on progress towards outcomes

Despite the delay of funds for this output, the National Society has scaled up its resource mobilization capacities in 2012. In comparison to the 2011 figures, the national training school has increased its revenue. Additionally, the Executive Director has monitored first aid trainings provided by the PRC at day care centres, which are part of a four-year agreement with the Ministry for Development and Social Inclusion for these services. The Executive Director also participated in the International Federation's Corporate Social Responsibility (CSR) course. Additionally, the PRC met with diverse local companies to present itself and its projects, with the aim of establishing partnerships for these.

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%	100% The PRC participated in working groups and the XIX Inter-American Conference.

Comments on progress towards outcomes

In January 2012, the PRC Executive Director who had been part of the working group on violence prevention resigned, affecting the projected contribution of the National Society to the XIX Inter American Conference (IAC) 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. Each working group developed a concept paper and statements that served as the foundation for the IAC final document.

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		1 procedure	67% Administration, logistics, finance

accountability, by the peer-to-peer support from other National Societies and the secretariat.			and human resource procedures have been under review.
By the end of 2012, the PRC, PNS and ICRC recognize more coordinated work at political and programmatic levels facilitated by the Federation.		100%	100% Nine Movement coordination meetings were held.

Comments on progress towards outcomes

The PRC reviewed administration; logistics; finance; human resources procedures during the second half of the year. Plans are underway so that the secretariat can support the PRC to improve its planning, monitoring, evaluation and accountability system in 2013.

During 2012, nine Movement coordination meetings were held to facilitate work in the country. It is important to highlight the PRC leadership in these coordination meetings, which had previously been promoted by the Secretariat.

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 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 hindered progress towards this indicator.

Comments on progress towards outcomes

Funding challenges have thwarted the secretariat's plans to facilitate the National Society's development of technology policies and procedures. The PRC has difficulties to cover its fixed operation costs, including staff salaries, which has caused turnover in key National Society positions. Due to this, the IT Coordinator resigned in March 2012. This combined with the resignation of the IT Zone Manager delayed the implementation of activities.

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 developed a proposal for its 2012-2015 Strategic Plan, which the governing board approved.
By the end of 2012, at least 5 indicators of the Federation-wide Reporting System (FWRS) 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 a new Executive Director took the helm of the PRC in June 2012, many of the projected activities to improve policies and procedures in administration, logistics, finance, human resources and planning, monitoring, evaluation and accountability were delayed. While the proposal for the 2012-2015 Strategic Plan is complete and has been approved by the governing board, it has yet to be formally approved by the National Assembly.

The PRC has not demonstrated much initial interest in the FWRS indicators and their use in project planning and monitoring. It is foreseen that actions to support the integration of the FWRS continue in 2013.

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% No activities were implemented.

Comments on progress towards outcomes

As stated for the previous output, PRC's internal changes, particularly the hiring of a new Executive Director in June 2012, caused some delay in programmed activities. Plans are underway so that the secretariat can support the PRC to improve its planning, monitoring, evaluation and accountability system in 2013.

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 procedure	50% PRC review of IFRC procedures in administration, finance and human resources.
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	50% PRC updated its accounting information at national headquarters and in one branch (Lima).
By the end of 2012, the PRC has approved its Organization and Functions Manual.		1 manual	50% PRC has updated its organizational structure.
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	100% Part of the procedures implemented into PRC policies.

Comments on progress towards outcomes

Following the start of the new Executive Director in July 2012, the PRC reviewed IFRC procedures in administration, logistics, finance and human resources. The NS updated its accounting information, which

included this information in the Lima branch. The secretariat met several times with the Executive Director to discuss organizational restructuring, which entails a review of the Organization and Functions Manual. As the year came to a close, part of the PRC procedures on human resources (recruitment phase) were integrated into the PRC internal regulations.

Stakeholder participation and feedback

Regular tripartite meetings between the Peruvian Red Cross, the ICRC, and the IFRC are held to accompany and strategically ensure the recovery from the past institutional crisis. Furthermore, coordination meetings between International Movement actors from the National Society, the ICRC, Participating National Societies and the International Federation were organized to support this recovery process. These meetings place particular emphasis on the alignment of National Society's actions to a common Movement approach and respecting its standards.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
The PRC members have not yet resolved its internal conflicts.	H	While new strategies were established in a road map for 2013 and 2014, in order to resolve existing conflicts and build consensus the governance body needs to receive support to strengthen its leadership, conflict-resolution and consensus-building capacities.
The entry of a new Executive Director has generated a dynamic that poses risks and advantages.	H	Leadership change often implies a period of adjustment. While certain programmed activities and strategic actions for 2012 were delayed, it is essential that the secretariat continue to provide monitoring and support to ensure the sustainability of the Executive Director position and to guarantee that the National Society builds on changes in human resources to boost other required revisions.
A reduced operational budget in 2011 led to the reduction of human resources from 24 to 11 staff positions in the national headquarter, thus generating risks for project and programme implementation.	M	The National Society, with the secretariat's assistance, must continue to make a more concerted effort to identify potential funding sources, including non-traditional donors, install fundraising capacities, and ensure transparent and timely monitoring, evaluation and reporting of its actions.

Lessons learned and looking ahead

While the Peruvian Red Cross has been taking important strides to recover from its institutional crisis, a series of challenges remain. With the support of the secretariat, the PRC will continue its progress towards the establishment of a transparent and stable National Society that efficiently and effectively responds to the humanitarian needs of the most vulnerable population in the country.

Towards this end, the continuing strengthening of the organizational structure of the National Society is programmed to continue in 2013. The most salient factors to achieve this are the maintenance of the stability of the governing and management bodies; the improvement of management resources and structures; the grounding the National Strategic Plan in programmes and projects; the review of the National Society's Statutes; and the aperture to new members and volunteers.

The PRC reiterates its commitment to established actions and priorities supporting institutional recovery for the upcoming year. The comprehensive and unwavering accompaniment from the International Movement will remain necessary.

Financial situation

Click here to go directly to the financial report.

http://www.ifrc.org/docs/LTPF%20Process/LTPF/2012/SP246PELTPF_12arf.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.

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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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