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# Peruvian Red Cross Annual Report 2013

 International Federation  
of Red Cross and Red Crescent Societies

**MAAPE002**  
**06 May 2014**

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

*The Peruvian Red Cross works with the community  
in a DREF operation for extreme temperatures.  
Source: IFRC*



## 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 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 PRC in the areas of organizational development, disaster management and international disaster law. The PRC continued to make progress in overcoming integrity issues that have caused challenges for the National Society in recent years. The secretariat of the IFRC and the International Committee of the Red Cross (ICRC) have provided close ongoing technical support to the PRC so it can become a well-functioning National Society.

The PRC has successfully implemented three DREF operations in the 2012-2013 period. The PRC, with support from the German Red Cross, Spanish Red Cross, American Red Cross and the IFRC, implemented a DREF operation for floods in the Northern Amazon department of Loreto from April to September 2012. This operation reached 4,176 households (20,880 people) with safe water, education, blankets and support for the collective centres established following the floods. The operation to attend to a dengue fever outbreak in the central Amazon, implemented between December 2012 and April 2013, reached at least 49,540 people in a mass prevention campaign and provided health services to 3,600 people. The third DREF operation for extreme temperatures in the country's southernmost Andean department, Puno, began in September 2013 and was completed at the end of January 2014. Although the final report will be presented in April 2014, all monitoring

indicates that the National Society attained its objective of reaching 1,000 households with a cash transfer programme, veterinary kits, technical assistance and food for their livestock and personal protection equipment for the herders of small livestock.

As part of the regional DIPECHO project in knowledge management, the IFRC, working with the National Society, established close working relations and consultation with different state and non-state humanitarian actors responsible for disaster response. The result of this process was a proposed ministerial decree that updates and strengthens existing domestic legislation that complies with international standards on the issue. This participative process included an event with the participation of 56 people, of which 31 were from state institutions and 19 from institutions that specifically address disaster management. The IFRC Americas Zone delegate for international disaster law, the regional representative and the IFRC focal point for this action presented the proposed ministerial decree to the director of policies, plans and programmes of the National Institute for Civil Defence (INDECI) in December 2013.

## 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. Additionally, as part of its DREF operations in the country, the Peruvian Red Cross has established productive working relationships with the regional state authorities and institutions in the affected regions. The Peruvian Red Cross is an active participant in the national response system.

## Progress towards outcomes

**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.

Indicators	BL	Annual Target	Year to Date Actual
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.	0	2	0% No activities were implemented.

By the end of 2013, the PRC has participated in at least two government round tables related to the national legislation for international disaster response.	0	2	100% The PRC has participated in the international disaster law (IDRL) meetings held with state institutions.
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#### Comments on progress towards outcomes

The regional representation has facilitated PRC collaboration and participation together with the secretariat consultant in activities required to draft a proposed Executive Decree to cover existing gaps in IDRL in Peru.

As part of the regional DIPECHO project in knowledge management, the IFRC, working with the National Society, established close working relations and consultation with different state and non-state humanitarian actors responsible for disaster response. The result of this process was a proposed ministerial decree that updates and strengthens existing domestic legislation that complies with international standards on the issue. This participative process included an event with the participation of 56 people, of which 31 were from state institutions and 19 from institutions that specifically address disaster management. The IFRC Americas Zone delegate for international disaster law, the regional representative and the IFRC focal point for this action presented the proposed ministerial decree to the director of policies, plans and programmes of the National Institute for Civil Defence (INDECI) in December 2013.

#### **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.	0	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.	0	1	0% No activities were implemented.

#### Comments on progress towards outcomes

The lack of funds at the start of 2012 did not allow for a proper start for 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.

#### **Output 1.1.3. Urban risk reduction, climate change adaptation, migration, violence prevention, non communicable diseases are better understood and promoted within the 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.	0	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.	0	1 plan	10% The terms of reference and hiring of the consultant to develop the National Disaster Risk Development Plan have been finalized.
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.	0	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.	0	2 projects	0% Activities towards this indicator have yet to be implemented.
All National Society Disaster Management directors and national directors trained in new trends (2013).	0	1 training event	100% The PRC held a workshop for training and planning on these new trends that served to develop a disaster risk management plan.

#### Comments on progress towards outcomes

2012: 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 2012-2015 Strategic Plan. In 2012 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 lead to the fulfilment of its humanitarian mission according to its current institutional capacity. As the year 2012 came to a close, the Terms of Reference for the consultant to facilitate this participatory process were created and the consultant was hired.

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 2012, 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 was held in Peru, which included a field visit to a marginal urban community where the National Society employs this methodology.

2013: The secretariat provided technical support for the training and planning workshop on disaster risk

management. These event, aimed to develop a plan to this end, was held in May 2013 with 20 branch-level disaster management directors and covered topics such as new trends, disaster risk reduction (DRR), DRR in the Peruvian context, the PRC strategic plan, and the basics of planning. This training helped to develop the Disaster Risk Management Plan, which was completed in August and socialized with the Peruvian Red Cross.

**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	Year to Date Actual
By the end of January 2013, the PRC has drawn up its annual report of the 2012 operating plan.	0	1 report	100% The PRC has completed this process.
By the end of January 2014, the PRC has drawn up its annual report of the 2013 operating plan.	0	1 report	100% The PRC has a plan of action in place, which will be evaluated in early 2014.

#### Comments on progress towards outcomes

2012: 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 2012 and the monthly and quarterly monitoring, evaluation, and the annual report for this plan were conducted in the second half of the year.

2013: The National Society has written the draft of their health plan, developed with funds from Department for International Development (DFID), which at the end of the year was still in the validation process and in the alignment process with the PRC Strategic Plan. This indicator was fully attained, with the National Society receiving the secretariat's technical support in the planning, monitoring, evaluation and accountability of the operating plan 2013. The plan of action 2013 has been implemented and monitored, and an annual report is planned for completion in February 2014.

**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.** Organizational Capacity Assessment and Certification (OCAC) process established.

Indicators	BL	Annual Target	Year to Date Actual
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.	0	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.
By the end of 2013, the PRC has included in its operating plan or applied one recommendation provided in the Organizational Capacity Assessment and Certification (OCAC).	0	1 recommendation applied	100% OCAC process completed and the PRC is applying its recommendations

Comments on progress towards outcomes
<p>2012: 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 2012 for the self-assessment. The PRC, the secretariat, and the American Red Cross agreed to link the OCAC process with the STAR process.</p> <p>2013: The secretariat presented the OCAC results to the PRC. The National Society has used these results as an analytical basis for the American Red Cross-sponsored System for Transformation and Results (STAR) evaluation for PRC management, administration and finances. The PRC is applying the OCAC recommendations.</p>

**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 competences to volunteers and staff at all levels is strengthened.

Indicators	BL	Annual Target	Year to Date Actual
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.	0	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 IFRC Learning Platform compared to 2011 (91 users) and promoted it.	0	5%	11% The first of the nine tasks—simulation in a workshop—of this process was implemented.
By the end of 2013, the capacity of the PRC to provide professional qualifications and competences in "Good Governance" at least five branches is strengthened	0	5 branches strengthened	0% No progress has been made towards this indicator; actions are programmed for 2014
By the end of 2013, the PRC have promoted and used more the IFRC Learning Platform compared to 2012	5%	Unspecified increase	100% Volunteer use of the platform has increased by 152%.

#### Comments on progress towards outcomes

2012: As the capacity to provide professional qualifications and skills is a medium-term process, achieving this outcome entailed several steps. Early in 2012, 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 2012 for the national governing board. This was the first of eight planned workshops (three for the governing board and five at the branch level).

2013: The Peruvian Red Cross and the secretariat were unable to implement the planned training in "Good Governance" in five PRC branches. This activity is programmed for implementation in 2014.

The National Society, with secretariat support, was able to stimulate the use of the Learning Platform and increased its users by 152 per cent. In 2013, the quantity of PRC staff and volunteers using this tool grew from 202 people in January to 509 people by the end of the 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:** Community-based tools/ approaches to address emerging trends are adopted in disaster and crisis management.

Indicators	BL	Annual Target	Implementation to date
By the end of 2012, the PRC has developed the National Disaster Risk Management Plan.	0	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.	0	1 plan	5% The proposal to hire the consultant to facilitate the creation of the plan has been created.
By the end of 2012, the PRC has contingency plans for earthquakes, tsunamis, and epidemics at national level.	0	2 plans	50% The health coordinator participated in 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.	0	2 teams	100% This goal has been surpassed. The PRC has five teams in the branches in Lima, Arequipa, Coronel Portillo, Iquitos and Nazca.
By the end of 2013, the PRC has developed the National Disaster Risk Management Plan.	0	1 plan	100% The PRC has completed its disaster risk management plan.
By August of 2013, the PRC has a National Plan for Preparedness and Response developed in a participatory manner.	0	1 plan	80% The PRC has a first draft of the national plan for preparedness and response.

#### Comments on progress towards outcomes

2012: 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 2012 in Lima, with newly acquired equipment.

The health coordinator participated in an internship in the Zone office in Health in Emergencies, and 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 Ministry 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.

2013: The secretariat provided technical support in the PRC's process to create these plans. As mentioned in output 1.1.3, the PRC created its disaster risk management plan in August and began its socialization within its branch network.

The draft of the national plan for preparedness and response was socialized with the International Movement components, including the ICRC, in November. The process to finalize this plan and disseminate it is programmed for 2014. As the plan will include all the International Movement components in Peru, more work is needed on the draft before being finalized. The secretariat will continue its accompaniment of this process.

These two plans, once fully implemented, contribute to the National Society's work with communities to strengthen their understanding and decision-making on risks and preparation for disasters.

Additionally, the Peruvian Red Cross made great strides in training its volunteers in community-based tools in disaster prevention and management. As part of bilateral support through the American Red Cross, 70 volunteers were provided with the introductory course in the American Red Cross programme of Resilience in the Americas (RITA). The American Red Cross facilitated a workshop for 19 volunteers on cash transfer in emergencies.

Other training sessions, with secretariat technical support, included PRC training for 125 volunteers in immediate response teams in health and 22 in Participatory Hygiene and Sanitation Transformation (PHAST). Furthermore, 20 First Aid instructors received training and a community-based health and first aid (CBHFA) training for 7 volunteers.

Within the two DREF operations in 2013 (dengue fever prevention in Ucayali and response to floods in Loreto), the PRC offered several trainings that strengthened branch-level capacities. For the DREF operation for dengue fever, 12 volunteers were trained in epidemic control and use of fumigation equipment; 39 in epidemic control; 22 in psychosocial support; and 20 in vulnerability and capacity assessments.

Other training sessions offered in 2013 to PRC volunteers were: leadership skills (55 people); disaster risk reduction (20 people); family prevention (65); and healthy household (50).

**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.	0	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 analysed, 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	0	1 procedure	25%

logistics, administration and finance policies and procedures are integrated into the PRC.			A draft of logistics procedures as part of the PRC administration and finance regulations was created.
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#### Comments on progress towards outcomes

The PRC delayed the implementation of these actions. While the plan logistics capacity assessment was not conducted in 2012, 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	Year to Date Actual
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.	0	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.	0	1 agreement	30% Working relationships with the Ministry of Health, PAHO, and other health-related organizations is under way.
By the end of January 2014, the PRC has elected a new governing board recognized by the national public registry.	0	1 election	50%
By the end of 2013, the PRC has trained volunteers from at least five branches in community-based work in line with its new community intervention strategy.	0	Training of volunteers from 5 branches	0% Actions towards attaining this indicator were delayed.

#### Comments on progress towards outcomes

2012: 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 National Society 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 was only 17 per cent completed during 2012.

The CBHFA regional workshop held in December 2012 in Peru allowed the PRC to demonstrate its community ties by organizing a field trip to one of the urban marginal communities with whom it works.

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

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

2013: The secretariat, alongside the ICRC, hosted and actively participates in regular meetings with the PRC to define the strategy to renew the PRC constitution and electoral process. While there is still no clarity regarding the legal status of the current National Council, the status quo is respected. This close accompaniment will continue in 2014 and until the positive resolution of the institutional impasse that has affected the National Society in recent years.

The technical support in the implementation of community-based strategy was delayed until the second semester due to the late hiring of the branch development officer. The National Society management and governance have been prioritized. The lack of a health reference person within the regional representation office has reduced capacities to provide technical support in health issues. The recent hiring of a health delegate in Panama is expected to reduce this gap.

While the smooth institutional functioning of the National Society has an impact on its capacities as a humanitarian actor in the country, decisive actions have been taken to ensure its ability to promote inclusion, non-violence and peace with the communities with which it works.

**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	0	2 communities	30% While the proposed communities remain to be identified, progress has been made in maternal new born and child health (MNCH) mapping and the road safety initiative.
By the end of 2013, capacities in at least 10 communities in Peru are	0	10 communities	100% Work has been undertaken towards reaching this indicator.

strengthened in risk reduction to develop safe and resilient communities.			
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**Comments on progress towards outcomes**

2012: 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 National Society participated in the CBHFA regional meeting in Lima in December 2012.

Additionally, with the support of the regional representation in 2012, the PRC conducted work on HIV, 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.

2013: The planned technical support to the PRC for their community-based actions in Vulnerability and Capacity Assessment (VCA), preparation for risk, local contingency plans were implemented through micro-projects in seven branches. Two were focused on HIV/AIDS prevention (Maynas and Coronel Portillo branches); two were focused on oral hygiene for school-age children (Caraz and Nauta); and three on risk management (San Antonio de Putina, Chiclayo and Huaraz). The latter projects focused, respectively, on schools, communities and households. These seven community-based micro-projects were created based on locally identified needs and ensuring beneficiary participation for their implementation, sustainability, and thus, success.

This indicator was fully accomplished since the Peruvian Red Cross also worked with four other communities employing funds from other donors.

The National Society, with American Red Cross and secretariat support, organized a National Intervention Team workshop on livelihoods in November 2013. This workshop led to the training of 12 volunteers who are now prepared to use these skills in future emergency operations in the country. Additionally, the American Red Cross worked with the Pan-American Disaster Response Unit (PADRU), to facilitate a workshop on cash transfer for the Peruvian Red Cross. This November event taught 19 National Society volunteers and more representatives from the International Movement components in the country about the cash transfer approach and related technologies.

For the World AIDS Day, the PRC, with funding from the Norwegian Agency for Development Cooperation (NORAD), produced informative materials on the issue and distributed these to the PRC branches in Tacna, Arequipa, Chiclayo, Tumbes, Nauta, Maynas, Chinchipe, Ica, Pisco, Lima, Caraz, Huaraz, Trujillo, Coronel Portillo, Juliaca and Nazca. All of these branches organized activities to draw attention to the fight against AIDS.

Additionally, NORAD supported the National Society's operative costs to launch a seasonal influenza vaccination campaign in December. This campaign protected against the influenza viruses that are presumed will be the most common in the upcoming period. A total of 2,000 people were vaccinated as part of this campaign.

**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.	0	5%	20% The PRC participates in coordination with other institutions on humanitarian issues.

#### Comments on progress towards outcomes

2012: 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, contributing to these areas of work as well as better positioning itself with other humanitarian actors.

**Outcome 3.4:** National Societies have strengthened their organizational preparedness, human resource base (staff and volunteers) and development practice through assistance of IFRC regional and country offices.

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

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the PRC staff and volunteers from the national governing board and at least five branches are trained in development principles according to the framework "Building Strong National Societies".	0	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.	0	1 constitution 1 internal rule	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.
By the end of 2013, the PRC has a new legal base aligned with the recommendations from the Joint ICRC/IFRC Commission for National Society Statutes.	0	Legal foundation established	20% A working group on internal structures is established and functional

**Comments on progress towards outcomes**

2012: 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 2012 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 two 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.

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

In 2013, a working group on internal structures of the PRC, composed of the National Society, the ICRC and the regional representation, met and continued working towards the establishment of a new legal base for the National Society. In December, a meeting with the governing board members determined that the secretariat and the ICRC will lead the revision of the PRC legal foundation. This meeting also resulted in the development of a roadmap towards this goal. This process includes the organization of a National Assembly to approve the National Strategic Plan and the new legal foundation.

While the achievement of this indicator only reaches 20%, this percentage does not reflect the sustained actions by the secretariat to support the National Society in the recuperation of its institutional foundation and framework for humanitarian work in the country. The current PRC leadership is committed to strengthening their organizational practices and structures so as to fully comply with its humanitarian mission in the country.

**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.

**Output 3.5.1:** National Societies have improved their voluntary service, formalizing the status, rights and duties of volunteers within their statutes and constitutions, and strengthening and diversifying their volunteer base.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2012, the PRC has developed the foundations to properly manage their volunteering to carry out their humanitarian actions.	0	1 toolkit 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 five branches compared to 2011, actively involving volunteers as actors key to their own development in the institutional life.	0	5 branches	10% The volunteering management foundations (policy, guidelines, etc) proposal was disseminated in branches.
By the end of 2013, the PRC has improved the management of its volunteers in at least five branches compared to 2012, actively involving volunteers as actors as key to their own development in the institutional life.	0	5 branches	100% The seven branch-level micro-projects have promoted and increase the quantity of volunteer actions and volunteers.

#### Comments on progress towards outcomes

2012: The country's support plan coordinator provided technical assistance in order to develop the volunteering policy, and also participated in several meetings together 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 upon 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, supported by the secretariat, shared the proposal of the volunteering management foundations (policy, guidelines, etc) with six branches (Lima, Arequipa, Iquitos, Pisco, Puno and Coronel Portillo) in order for the branches to test the implementation of this proposal with their volunteers.

2013: The secretariat provided technical assistance in implementing the volunteer management cycle and the volunteering policies in seven pilot branches. The National Society, with regional representation accompaniment, defined its volunteer policy during the second half of 2013. Furthermore, the branch-level micro-projects, described in output 3.2.1, additionally have promoted and increased the quantity of voluntary actions and active volunteers.

**Outcome 3.5: 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.**

**Output 3.6.1:** Youth, as agents of 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 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.	0	5%	10% The PRC received technical assistance to create action plans with branches.
By the end of 2013, the PRC has recruited and trained more young volunteers than in 2012.	0	Undetermined target	40% The national-level figures are incomplete. The Lima branch has increased its number of volunteers.

#### Comments on progress towards outcomes

2012: 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.

2013: The consolidation of the Basic Training Course (BTC), with regional representation support, has allowed the National Society to launch the first steps in this induction for all future volunteers. The model from the Lima branch—one of the pilot branches—will be mainstreamed for the rest of the PRC branches. The process of recruiting and maintaining new volunteers remains difficult due to limitations established in the current PRC legal foundations. It is expected that new statutes will streamline the requisites to become a PRC volunteer and member.

The PRC is making efforts to support the recruitment of youth volunteers, as one of the central components of the National Society. Once fully disseminated throughout the branch network, the PRC BTC will contribute to youth becoming a leading actor not just in the National Society but in humanitarian actions in the country.

## Business Line IV: Humanitarian Diplomacy

**Outcome 4.2:** Strong links are fostered with governments, the public (including especially opinion leaders), academia, private sector, and other partners of the Red Cross who work at local and national levels, including representation in key forums to address humanitarian challenges and trends.

**Output 4.2.1:** Strong links are fostered with governments, public (especially leaders of opinion), the academic and private sectors and other partners of the Red Cross that work at the local and national level.

Indicators	BL	Annual Target	Year to Date Actual
By the end of 2013, the PRC, Partner National Societies and ICRC have stronger links at political and programmatic levels in line with ICRC-IFRC-National Society Tripartite Cooperation Agreement	Current level	Stronger links	100% Movement coordination meetings held monthly.

#### Comments on progress towards outcomes

As mentioned in output 3.4.3, the regional representation has dedicated time and effort to accompany the process to recuperate the PRC's integrity following several years of institutional challenges. These actions are jointly implemented with the ICRC and buttressed by coordination and resources from the other International Movement components within the country. Monthly coordination meetings with all of these components are held and have contributed towards many of the outcomes in this annual plan. Furthermore, this internal strengthening process for the organization of the PRC and the International Movement in Peru sets the stage for more effective partnerships with non-Movement actors, stakeholders and state and non-state institutions.

**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.	Current level	10% increase	23% PRC increased its resource mobilization capacities of the national training school.
By the end of 2013, the PRC has increased the resource mobilization capacities and diversification of its funding sources compared to 2012 (according to its financial statement)	Current level	Undetermined target	100% The PRC is taking steps towards increasing its resource mobilization capacities through its training school and an event on corporate social responsibility.
By the end of 2013, the PRC has identified a non-traditional initiative on corporate social responsibility	0	1 initiative identified	100% The PRC is involved in the planning of a large-scale event on corporate social responsibility to be held in 2014.

**Comments on progress towards outcomes**

2012: 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.

In 2013, the secretariat support the PRC in efforts to modernize its National Training School. This was done by providing technical support to update the training school curriculum.

Additionally, efforts were made, using two post-graduate interns in business from universities in Spain, to develop ideas regarding PRC's identification and engagement with private sector partners. A concept paper and work plan were developed to organize a large-scale event on corporate social responsibility and third-sector collaboration in Peru. This event is planned for 2014.

**Business Line V: Efficient Joint Work 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 organized 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.	0	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	0	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, Partner National Societies and ICRC recognize more coordinated work at political and programmatic levels facilitated by the IFRC.		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 2012.

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	0	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	0	1 procedure	0% Funding challenges hindered progress towards this indicator.
By the end of 2013, the PRC has sustained the VOIP/VPN communication system	0	100%	0% Funding challenges hindered progress towards this indicator.
By the end of 2013, the PRC has formalized procedures use of VOIP/VPN communication system	0	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. As this also occurred in 2012, it is imperative for the PRC and the National Society determine the feasibility of these actions, as well as their prioritization given the funding pressures.

**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	0	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 five indicators of the Federation-wide Reporting System (FWRS) are integrated in the PRC planning, monitoring, evaluation and accountability system.	0	5 indicators	0% Activities towards this indicator have yet to be implemented.
By the end of 2013, the PRC has a National Strategic Plan aligned with <i>Strategy 2020</i> .	0	1 plan	100% The PRC has begun the implementation process of its 2012-2016 strategic plan.
By the end of 2013, at least five indicators of the Federation-wide Reporting System are integrated in the PRC planning, monitoring, evaluation and accountability system.	0	5 indicators	0% While the PRC has updated its information in the FWRS, indicators have not been integrated into the PRC system.

#### Comments on progress towards outcomes

2012: 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. Moreover, the PRC has not demonstrated much initial interest in the FWRS indicators and their use in project planning and monitoring.

2013: The implementation of the 2012-2015 Strategic Plan was started in 2013 and was formally approved by the governing board. It is programmed to be discussed and approved in the next National Assembly.

The PRC updated its FWRS indicators in the second half of 2013. However, the National Society remains challenged to integrate these into its internal planning, monitoring, evaluation and reporting (PMER). The secretariat, particularly through the specialized staff in this area, has the responsibility for providing technical support on this issue in 2014 so that the National Society understands how to implement the global system within its project planning and reporting.

The Peruvian Red Cross is taking sturdy steps to ensure its compliance with the IFRC standards in this area.

#### **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	0	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 under way 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.	0	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.	0	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.	0	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.	0	1 procedure	100% Part of the procedures implemented into PRC policies.
By the end of 2013, the PRC has trained regarding the putting in place of administrative & financial procedures and planning, monitoring, evaluation and accountability guidelines at branch level.	0	Undetermined target	50% Financial and administrative procedures are in place.

#### Comments on progress towards outcomes

The regional representation has provided technical assistance to disseminate the IFRC standards and procedures in administration, finance, planning, monitoring and evaluation. The 2012 accounts were consolidated into one accounting register, which will be audited in early 2014. The PRC has begun to pay the IFRC statutory contributions and has requested that the secretariat establish a payment plan so it can comply with all its duties as a member in good standing of the International Federation.

### Stakeholder participation and feedback

As described above, tripartite meetings between the Peruvian Red Cross, the ICRC, and the IFRC are held regularly. Other components of the International Movement in Peru also meet in monthly meetings. These are used to support the PRC's recovery following several years of institutional crisis and the National Society's compliance with International Movement principles, operating procedures and standards.

Furthermore, the three DREF operations in this period have allowed the PRC to solicit feedback from the populations with whom it worked to respond to the different disasters (floods, dengue fever and extreme cold temperatures). The PRC is committed to a participatory approach in its emergency operations that respond to the local contexts and fosters community ownership of the recovery process.

### Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended action
The PRC still faces unresolved internal conflicts that are at the root of its institutional challenges	H	The tripartite meetings are contributing to addressing the most pressing challenges. However, the governance body requires sustained support for its conflict-resolution and consensus-building capacities.
The institutional recuperation process has taken its toll on volunteer recruitment and retention.	M	Internal divisions, particularly causing problems for the good functioning of some of the branch network, has meant that the National Society has not dedicated as much effort to volunteer recruitment and retention. Steps, described above, have been taken to rectify this situation. The secretariat, however, needs to provide continued technical support and guidance so the National Society can achieve a strong volunteer base.

## Lessons learned and looking ahead

The secretariat, alongside the ICRC and Partner National Societies, has been closely supporting the Peruvian Red Cross to address the causes of its institutional crisis. However, new challenges have emerged in the latter part of 2013. The success of the established roadmap is contingent on the stability of the governing and management bodies. The regional representation has worked with the National Society in 2013 to improve management resources and structures and create and disseminate a national strategic plan for the PRC covering the 2012-2016 period. As 2013 came to a close, renewed attention was given to the urgency to review the National Society's statutes to ensure the forward progress of these actions.

Recognizing the process involved in fostering the National Society's institutional stability, the secretariat through its regional representation has maintained its plan to provide technical support for the PRC's institutional strengthening in 2014.

The three DREF operations in recent times have provided an opportunity for the National Society to strengthen its branch network through concrete actions that respond to the humanitarian needs of the most vulnerable people in the country. Training opportunities on a regional basis (between sister National Societies and Zone-organized events) also contribute to the PRC's capacities to fulfil its humanitarian mission in the country.

The PRC is firmly committed to solidifying and extending its progress to come back from extremely challenging institutional threats and the International Movement will be by its side in this endeavour.

## Financial situation

**Click here to go directly to the financial report:**

<http://www.ifrc.org/Docs/LTPF%20Process/LTPF/2013/MAAPE00213arf.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](http://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](http://www.ifrc.org)

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