

Revised Plan 2011



Peru

Executive summary

Peru is a country that faces major inequity accompanied by high levels of poverty, as well as a number of other social problems, which increases the vulnerability of poor and marginalized communities. The National Society faces significant humanitarian challenges in responding to the needs of the most vulnerable. In recent years, the Peruvian Red Cross has faced a major institutional crisis which has paralyzed the effective functioning of the National Society and the fulfilment of its humanitarian mission. With the ongoing support of the International Federation of Red Cross and Red Crescent Societies (IFRC), the National Society is now on the path towards finding a solution, and returning to a “normal” institutional life.

The Regional Representation for the Andean countries has identified with the Peruvian Red Cross' priority areas that are in need of support, ensuring that capacities are in place to support these needs. These priority areas have been defined, and will be addressed through the core programme services of disaster management, health and care and organizational development. The priorities link directly to the National Society's transitional reconstruction plan, are in line with the Inter-American Plan, and follow the recommendations of the Study of the Americas carried out by the Complutense University for International Studies. They have been clearly developed into a **country support plan**, as shown within this document.

The total 2011 budget is 684,132 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

Country context

After¹ the state's institutional crisis and the negative impact of structural adjustment measures affecting the country during the nineties, Peru experienced sustainable economic growth at the turn of the century, and a gradual consolidation of the democratic system. However, despite political stability and current positive macroeconomic indicators, the country faces high levels of inequality and poverty, concentrated in the capital and rural areas. Between 1999 and 2004, according to the Economic Commission for Latin America and the Caribbean (ECLAC), the proportion of the population living in poverty increased from 48.6 per cent to 51.1 per cent. The proportion of those living in extreme poverty decreased from 22.4 per cent to 18.9 per cent. The strong inequality present in Peru is depicted by the extreme differences in the provision of basic services between the countryside and the cities, and in the discrimination which exists against the indigenous and the Afro-American population. These populations continue to be excluded from political processes, and are more greatly affected by poverty and social and economic exclusion.

Peru also faces other social problems. Amongst the most significant are the increase of urban violence, that particularly affects the young population; deficient education indicators linked to geographical location; low income levels and ethnic conditions; high levels of infant and maternal mortality; and the

¹ The current context analysis has been extracted from the document “The Future of the Red Cross in America and the Caribbean”, prepared by the Complutense University for International Studies and the International Federation of Red Cross and Red Crescent Societies.

increase of HIV and AIDS incidences. The young population is also vulnerable to high levels of unemployment and the lack of opportunities in finding employment.

In recent years, Peru has become the largest producer of coca leaves. This has increased the level of illegal activities related to the coca leaf production, posing significant problems with production regulations at the local level, adversely affecting relations with the international community, as well as affecting the negotiation processes for free trade agreements.

Peru is one of the countries in South America most affected by natural disasters, in particular; earthquakes, landslides and floods periodically caused by the “El Niño” phenomenon. Poverty coupled with the intense cold in the highlands of the Andes has led to several deaths and serious respiratory diseases (ARI) each year, especially in children. The last earthquake, which hit Pisco and neighbouring areas in August 2007, demonstrated the particular vulnerability of the country to disasters.

National Society priorities and current work with partners

The Peruvian Red Cross (PRC) has a strategic plan in place for 2004 to 2010. However, from 2005 to 2008, an institutional crisis developed in the National Society, which severely affected the capacities in place to implement the plan (full details below). With the support of the Regional Representation, the new administration prioritized finding a solution to the current crisis, and assisting in the recovery of the National Society. A transitional reconstruction plan for the reestablishment of institutional normality is currently underway. In 2011, a process will take place to establish a new strategic plan for 2011 to 2016. This process will be closely supported by the secretariat and the ICRC. The new strategic plan will focus on: the election of governance structures; institutional modernization and management; strengthening human resources with a special focus on volunteering; financial cleansing and resource mobilization; and improving institutional programmatic management.

The PRC has been facing an integrity case since November 2005, when the Peruvian judicial powers rejected the results of the 2005 elections (third mandate for the same president), and designated a judicial administrator by means of an exceptional measure - “medida cautelar”. During the following two-year period, the three different judicial administrators did not contribute to solving the crisis. This led to the nullification of the PRC’s operational capacities, the withdrawal of support received from international communities, and the ruin of the National Society’s image, amongst other negative consequences.

However, thanks to the ongoing support from the secretariat and other Movement actors, including the ICRC and Partner National Societies, important steps have been made towards bringing the National Society back to a “normal” institutional life. By the end of 2008, the judge agreed to name the National Transitional Council (NTC) “judicial administrator.” NTC was elected by the National Assembly, allowing for this body to play a role as judicial administrator, and to represent the governance structure of the National Society. With these functions, the NTC organized a National Assembly, where PRC members voted to nullify the decisions taken in the General Assembly in April 2005 which had caused the crisis. This allowed the PRC to request to the judge to terminate the legal process, as the original foundation to nullify the Peruvian Red Cross’ operational capacities no longer existed – this is still ongoing. The NTC has also recruited a director for the PRC who will focus on the operational needs of the National Society. New elections were called by the NTC at the end of 2009, and a new governing board and a new president were elected. Such steps have been important in generating new trust in the institution and in bringing back regular cooperation processes.

Through the support provided to the Peruvian Red Cross by the secretariat, the identification of priority areas of support to the National Society have been made. A country support plan for 2011 has been developed to respond to the priority needs of the Peruvian Red Cross in line with the capacities of the secretariat to respond to these needs. Secretariat support will focus on the provision of membership services, programme services and, in some cases, supplementary services, where relevant. It is clear that continued investment in organizational development and capacity building in programme areas by the secretariat is needed in the coming period. This support will be provided through the strategic areas of disaster risk management, health and care, organizational development and coordination support as detailed under “Secretariat-supported programmes in 2011” and the “Role of the secretariat”.

The Peruvian Red Cross has worked in partnership with, and received support from, the secretariat, ICRC and Partner National Societies. At present, in Peru, there are three Partner National Societies working in the country to support the American Red Cross, German Red Cross and the Spanish Red Cross. Other Partner National Societies also support the Peruvian Red Cross, in addition to the multilateral support received from the IFRC. Cooperation between sister National Societies is also expected to increase during 2011, as resources are optimized at the continental level.

The Peruvian Red Cross is drafting a coordination and cooperation framework agreement between the ICRC, the IFRC and the National Society scheduled to be implemented at the end of 2010. This agreement will be the foundation of this National Society's cooperation and development.

Secretariat supported programmes in 2011

The Regional Representation for the Andean countries will provide support to the Peruvian Red Cross in the key areas of disaster management, health and care and organizational development.

Secretariat supported programmes show the continuity of work in progress, previous plans and the alignment with priorities as clearly identified by the National Society through different consultation processes. This country plan shows the priority areas of support to the Peruvian Red Cross during 2011.

Disaster Management

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, injuries and impacts of disasters.

The Peruvian Red Cross is recovering from an institutional crisis that it has faced during the past few years. This progress towards its recovery is allowing programmes to be reactivated and the return to normalcy with a national and local presence. The Peruvian Red Cross remains committed to strengthening its capacity to respond to disasters and also to work in risk reduction, community preparedness and recovery as was demonstrated in 2007 after the earthquake which affected Pisco, Ica. With the support of the American Red Cross and the DIPECHO regional project, a Disaster Risk Management plan was developed in 2009–2010, based on an institutional diagnosis and a collective strengthening process. The plan established a basis for work and sustainability to the progress made during the 2007 earthquake operation. The next steps with the National Society for 2011 include: support in the establishment of a national team and network of facilitators; the implementation of projects in line with the new National Risk Management programme based on the institutional assessment, context analysis and consultation; strengthening the response system and support the positioning of the PRC at the national level in the National Platform for Disaster Risk Reduction and the Peru Humanitarian Network. In 2010, the National Society played an essential role in the definition of the volunteering for emergencies and early recovery national network together with the Peruvian National Civil Defence. In the same year, the National Society also integrated climate change adaptation into the institutional plan of action as part of the priorities for 2011 and beyond.

The disaster management programme budget is 140,668 Swiss francs.

Programme component 1: Institutional capacity building for community risk reduction
Component Outcome 1: Peruvian Red Cross is encouraged and receives support for strengthening capacities to work with communities to be better prepared and organized to reduce, respond and recover from disaster impacts, contributing to building safer and more resilient communities.

The disaster management programme will support the Peruvian Red Cross in the development of its national **disaster risk management and disaster management programme**, which will contribute to defining the perspective, priorities and actions within the country.

In line with the regional priorities to scale up community risk reduction, this process will strengthen the National Society's branch volunteers, staff and communities' capacity to work in local risk reduction initiatives, based on mapping and definition of common prioritized elements.

Strengthening the National Society's capacities to work with communities will take place through the application of disaster risk management training and methodologies to develop **community resilience micro-projects with emphasis on climate hazards as well as branch and volunteering development**. Key stakeholders are expected to participate such as schools, health centres, and community centres, reaching at least 2,000 people who are at high risk in Peru. Additionally, The Peruvian Red Cross will promote community education and awareness initiatives amongst volunteers and children.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, at least 2,000 people at high risk in Peru are reached by community risk reduction initiatives, with special emphasis on climate hazards, branch and volunteering development, according to the institutional and communities' assessments.
- By the end of 2011, the Peruvian Red Cross supports the development of community risk maps in at least three communities, using Vulnerabilities and Capacities Assessment (VCA) methodology to highlight risks and define community-based plans to reduce the impact of and improve response to disasters.
- By 2011, at least one disaster risk management proposal to non-traditional donors is presented by the Peruvian Red Cross with the support of the Regional Representation.

Programme component 2: Institutional capacity building for disaster preparedness

Component Outcome 1: The secretariat encourages and supports the strengthening of the Peruvian Red Cross capacities to effectively support communities to plan, prepare, respond to and recover from emergencies.

The expected outcome aims to support the Peruvian Red Cross to scale up existing institutional capacities in disaster management and skills to promote disaster risk management, risk awareness and mitigation actions. During 2011, support will focus on planning based on the assessment started in 2010 and the identification of priorities through the implementation of the **Well-Prepared National Societies** - WPNS methodology. This will contribute to support the Peruvian Red Cross in defining or updating the Disaster Risk Management programme in line with its strategic plans and global frameworks.

In terms of volunteering, institutional capacities will be strengthened through the application of the **Common Minimum Standards for Volunteering in Emergencies** (developed in 2009–2010) with an emphasis on disaster intervention mechanisms at the local, national and regional levels. National Intervention mechanisms will be strengthened to ensure they have the knowledge, skills, information management systems, trained personnel/volunteers, equipment, material, and procedures in place to act swiftly and effectively in disaster response.

Support will be provided to the Peruvian Red Cross in the development of **response and contingency plans**. The IFRC preparedness and planning methodologies will be applied and an integrated approach will be promoted (inclusion of all programme areas). Health in emergencies support to the Peruvian Red Cross will continue in coordination with the health and care programme for the implementation of the **pandemic initiative**.

During 2011, the Peruvian Red Cross will receive support to enhance **early recovery efforts** training and tools) to improve communities' self-reliance capacities to address their vulnerabilities to emergencies. The inclusion of early recovery in emergency operation plans will be promoted as a key element of comprehensive risk management. During 2011, early recovery will also be emphasized

during the emergency response evaluations and recommendations will be included in the country support plan.

The following indicators will measure the achievement of the component outcome for 2011:

- Number or percentage of National Society's internal and external partners that have received secretariat guidance to better understand and support the Disaster Risk Management Framework.
- By 2011, the Peruvian Red Cross disaster risk management programme is designed in line with Strategic Plans and the Global Disaster Risk Management framework, according to the priorities identified in the WPNS assessment.
- In 2011, the Peruvian Red Cross adapts and integrates the common minimum standards for volunteering in emergencies as part of their management mechanisms, contributing to volunteering strengthening in the region.
- In 2011, the Peruvian Red Cross has a response plan developed in a participatory and integrated way and based on the national assessment.
- By 2011, the Peruvian Red Cross receives support to train, update or specialize its National Intervention Team - NIT, reaching, at least, 25 volunteers from the branches, in coordination with Centre of Reference for Disaster Preparedness, the health and care and principles and values programmes and the Pan American Disaster Response Unit (PADRU).

Programme component 3: Disaster risk reduction coordination and advocacy

Component Outcome 1: The participation and coordination processes between Peruvian Red Cross and the local and national authorities; other national and local organizations and regional platforms to develop disaster risk reduction, response and recovery initiatives have resulted in key partnership and strategic alliances.

This expected outcome focuses on strengthening the auxiliary role with local and national governments. The Peruvian Red Cross will be supported in the coordination with the government to promote Disaster Risk Management at the community level. Strong working partnerships and alliances will be promoted with stakeholders, from communities, to local and national governments, regional entities, non-governmental organizations and the private sector. The National Society continues the support to the implementation of the **Volunteering in emergencies national network** actions as a joint work of the Disaster Risk Management and Volunteering Departments and its articulation to the Humanitarian Network. Special emphasis will be placed over promoting PRC participation within the **Humanitarian Network** as a key humanitarian actor in the country. The PRC generates clear contributions to the implementation of the **Disaster Risk Reduction National Platform** priorities.

During 2011, Centres of Reference, thematic holders and other initiatives will promote networking to enhance Red Cross capacities at national and local levels. Increased exchanges and internships will be promoted, as well as learning and knowledge-sharing opportunities and peer-to-peer support amongst National Society members of the network and other regional organizations through the DesAprender learning platform.

The following indicators will measure the fulfilment of this outcome during 2011:

- By 2011, the Peruvian Red Cross collaborates with key stakeholders, participates in local, national and regional disaster risk reduction platforms and establishes strategic alliances on disaster risk management.
- By 2011, the Peruvian Red Cross participates in the disaster risk management regional network strengthening and the National Society disaster risk management focal points participate in scaling up processes.
- By 2011, the Peruvian Red Cross identifies one technical need to be supported through National Society to National Society exchanges or internships to increase disaster risk management capacities.

Programme component 4: International Disaster Response Law

Component Outcome 1: Policy-makers understand and make use of the IDRL Guidelines to strengthen legal and policy frameworks for disaster response.

Contributing to the overall objectives of the Global IDRL programme and IDRL Plan 2010-2011 http://www.ifrc.org/cgi/pdf_appeals.pl?annual11/MAA0000411p.pdf, the IDRL programme will work with the National Society and advise their government on ways to enhance legal preparedness for international disaster assistance and make optimal use of the IDRL Guidelines in their national context. The intensive technical assistance project initiated in 2010 will be completed by first quarter 2011. Findings and recommendations arising from the legal preparedness study will be presented to the government of Peru, and an action plan for taking forward the recommendations arising from the study will be developed and implemented.

b) Potential risks and challenges

- Consider the country's context in terms of emergencies related to natural phenomena, but as well to social issues; the latter in coordination with ICRC.
- Strengthen movement towards the real and effective integration of programmes through the development of synergies between them.

Health and Care

a) The purpose and components of the programme

Programme purpose

Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is 22,173 Swiss francs.

Programme component 1: HIV and AIDS

Component outcome 1: Peruvian Red Cross has developed prevention, care, treatment and support the reduction of HIV stigma and discrimination strengthening its capacities through the Global Alliance on HIV or its future incorporation.

This expected outcome aims to strengthen capacities of the Peruvian Red Cross for the future participation in the Global Alliance on HIV. Support will be provided to the Peruvian Red Cross in initiatives with groups with high prevalence of HIV and AIDS and to develop, at least, one national initiative with other partners to reduce stigma and discrimination.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2011, the National Society has developed HIV activities in 50 per cent of branches.

Programme component 2: Public Health in the Community

Component outcome 1: Peruvian Red Cross has strengthened its management capacities and scaled up actions related to Community-Based Health and First Aid (CBHFA), Voluntary Non-Remunerated Blood Donation (VNRBD), and HIV within an integrated community health strategy.

The CBHFA initiative has been considered in the health plan in order to support existing traditional first aid by including aspects of community health (prevention, health promotion and control of common diseases). As a community-based initiative, CBHFA aims to develop both the skills of Red Cross volunteers and the capacity of branches in preparedness during normal times and for response during emergencies. CBHFA brigades will be promoted to improve community health and thereby support community development processes.

The Peruvian Red Cross has increased the number of Club 25 groups as part of an integrated strategy to promote regular voluntary non-remunerated blood donation and healthy lifestyles among young people. In addition, has strengthened the psychosocial support component and integrated this in the national health programme and disaster response system.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Peruvian Red Cross has applied the Community-Based and Health First Aid strategy.
- By the end of 2011, the Peruvian Red Cross has increased the number of members of Club 25 groups as part of an integrated strategy to promote regular voluntary non-remunerated blood donation and healthy lifestyles among young people.

Programme component 3: Public Health in Emergencies

Component Outcome 1: The National Society has strengthened its capacities to prepare, respond and recover from health emergencies related to epidemics/pandemics and disasters.

The Peruvian Red Cross has identified the need to prevent emerging and re-emerging diseases. These include vector-borne disease outbreaks such as dengue, malaria and yellow fever and water-borne diseases such as leptospirosis and diarrhoea. In recent years, these diseases have re-emerged, increasing morbidity and mortality rates, posing a serious public health threat in Peru.

The Regional Representation for the Andean countries will support the Peruvian Red Cross in public health in emergencies in vulnerable communities. Epidemic outbreaks have shown that response mechanisms at the country level are insufficient and that health systems and services are overwhelmed by the increased caseload. The Regional Representation will continue to support the Peruvian Red Cross in the event of epidemics through awareness-raising and community mobilization. Currently, the National Society is applying the Epidemic Control Toolkit for volunteers. These actions will increase the National Society's capacities to respond and control public health in emergencies.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Peruvian Red Cross has strengthened its capacities training National Intervention Teams specialized in health in emergencies with the Epidemic Control Toolkit for volunteers.
- By the end of 2011, the National Society has developed the communicable disease prevention proposal.
- By the end of 2011, the National Society has strengthened its psychosocial support component and integrated this in the national health programme and disaster response system.

b) Potential risks and challenges

The biggest challenge is to continue with the progress that was made in health before the onset of the institutional crisis faced by the Peruvian Red Cross. Success on this process relies on the level of cohesion of the current technical team and the establishment of a health programme that responds to the National Society's Strategic Plan.

Organizational Development / Capacity Building

a) The purpose and components of the programme

Programme purpose

Increase the skills of local communities, civil society, and Red Cross to face the most urgent situations of vulnerability.

At the start of the decade, the Peruvian Red Cross presented itself as a National Society with a modern strategic and operational focus, centred on quality, sustainability and development from the community itself. However, the progress experienced in the past years has been radically slowed down by the

institutional crisis that the National Society has faced since 2005. The following outcomes show a medium term perspective, which the National Society should steer towards and highlights the indicators through which the Regional Representation will contribute to the achievement of such results.

The organizational and development/ skill strengthening programme budget is 521,291 Swiss francs.

Programme component 1: National Society capacity development in organizational development.

Component outcome 1: A renewed, representative and diverse leadership in Peruvian Red Cross.

The current crisis, which started in 2005, has yet to be completely resolved. The National Society is currently being intervened by judicial authorities through the appointment of a judicial administration. Since November 2008, the National Society has had the fourth judicial administration in place, in the form of a National Transitional Council (NTC). The NTC called elections in December 2009 and the National Assembly elected a new National Council. This should make finally the National Society return to institutional normality and to end the judicial intervention. In this sense, the challenge is to increase efforts in capacity building and leadership training.

This expected outcome aims to support the Peruvian Red Cross in developing governance and management leadership that take into account integrity, accountability, transparency and diversity systems.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, three governing board representatives from the Peruvian Red Cross have participated in the leadership training offered by the secretariat.
- By the end of 2011, the Peruvian Red Cross has implemented a “Good Governance and Good Management” training process for governing and management boards within the Movement framework in, at least, 20 per cent of its branches.
- By the end of 2011, the Peruvian Red Cross has designed a Management and leadership of a Well-Functioning National Society training for the largest number of members (associates and volunteers).

The PRC, with the support of the Regional Representation, has developed a 4-year project with two main components: a) a training programme on good governance and management targeting members of the PRC’ governing bodies and b) a leadership training programme on the Well-Functioning National Society targeting volunteers and associates. The PRC is looking for an additional partner, apart from the ICRC and the IFRC, which can financially cooperate with this project to begin its implementation.

Component outcome 2: Increased, renewed and diverse volunteering in Peruvian Red Cross.

In most National Societies in the region, there is still recognition of a volunteering crisis. While there is little reform and increase in numbers, volunteer management maintains a rigid system or there is no system in place. This limits growth in numbers and diversity, making the Red Cross unattractive to new volunteers. Other problems identified are that National Societies are not able to retain volunteers or apply best practices in their recognition. On the other hand, there is a lack of understanding in the type volunteering needed to meet the commitments the National Societies made in the Inter-American Plan 2007–2011. To date, the Peruvian Red Cross has done an analysis of the current situation regarding its volunteers in ten branches. This analysis is serving as a foundation for drafting a volunteering policy.

During 2011, the work in this area will focus on supporting the adoption of clear volunteering policies and modern management systems by all National Societies using peer support to learn from one another and from other organizations through the exchange of best practices.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2011, Peruvian Red Cross has designed a volunteer management cycle, harmonized with IFRC guidelines.

Component outcome 3: Peruvian Red Cross has reduced its integrity risks

The last integrity crisis resulted from the renewal of statutes, which began during the period 2003–2004. The president modified the latest draft, which allowed for the third re-election. However this went against the original Statutes. These Statutes were approved by the governance structure without waiting for the IFRC and ICRC recommendations, which set in motion the lawsuit against the president and the beginning of the current crisis. To date, the National Society has the fourth judicial administration in place, the crisis has affected the governance and leadership structure and has led to the rupture or questioning of normal procedures for leadership election and the renewal of governance structures, as well as internal conflicts. In addition, the crisis has showed the limited capacity of the Peruvian Red Cross to cover their fixed operating costs, which are financed from two sources: the few incomes from its National Training School and some administrative expenses from projects. This situation puts at risk the operational work of the National Society. The crisis has generated significant problems in terms of integrity, unity and image and has manifested the institutional vulnerability of the National Society.

The expected result aims to protect the integrity of the Peruvian Red Cross. This area will focus on essential actions such as support and the provision of guidance to the National Society in updating its legal base in order to make members more engaged in their National Society and more accountable to its stakeholders. The National Society has charted a concurrent process to renew the legal base (Statutes and Statutory Rules) and to develop a Strategic Plan which the National Society will follow during the last half of 2010 and into 2011.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Peruvian Red Cross has adequately managed integrity risks.
- By the end of 2011, the Peruvian Red Cross has fulfilled a participatory Statutes revision process in line with the IFRC guidelines for Statutes revision and its current context.
- By the end of 2011, the Peruvian Red Cross includes accounting information from at least 10 per cent of branches.

Component outcome 4: The sustainability of Peruvian Red Cross has increased with respect to the 2006 baseline

In recent years, National Societies have developed diverse actions and used different approaches to mobilize and secure financial resources. These exercises, however, have occasionally been characterized by their discontinuity and lack of strategic planning; thus, limiting National Societies' capacity to mobilize resources in the region and the Movement as a whole. Four problematic areas have been identified in the region: i) lack of diversification by having only one source of funding; ii) traditional systems, which are limited and unsustainable; iii) increased competition within the "humanitarian aid market"; and iv) lack of investment in resource mobilization development.

In order to strengthen resource mobilization development at the National Society level, baseline information was gathered in 2006. The following period will benchmark National Societies' services against their competitors, review Resource Mobilization Development (RMD) plans, and support the exchanges of experiences and peer support. The Peruvian Red Cross developed in 2010 a Business Plan for the National Training School. The implementation of this plan and the drafting of a RMD Strategy are scheduled for the beginning of 2011.

The following indicator will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Peruvian Red Cross has increased by 10 per cent their non-traditional funding sources with respect to the 2006 baseline.

Component outcome 5: A common planning, monitoring and evaluation system is in place in the Peruvian Red Cross.

There have been advances in participatory planning processes that take into account the importance of accountability. However, planning, monitoring and evaluation (PME) processes are still seen as independent instead of part of the same management system.

Special attention will be devoted to developing a branch network that is more balanced in terms of overall capacities and strategic and operational planning processes within National Societies in order to measure outcomes at the regional, national and local levels in an effective way. This interconnection can be understood as a common system that takes into account harmonized PME tools tailor-made for each National Society. As mentioned in component outcome 3, the Peruvian Red Cross has begun a process to renew its legal foundations (Statutes and Statutory Regulations) and to develop a Strategic Plan. The process includes an organizational analysis, strategic planning towards *Strategy 2020* and operational planning for 2012.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, the Peruvian Red Cross has fulfilled participatory strategic planning processes harmonized with the Movement global framework.
- By the end of 2011, at least, 20 per cent of the Peruvian Red Cross branches have developed operational plans harmonized with its Strategic Plan.

b) Potential risks and challenges

- The need to strengthen leadership capacities remains.
- The National Society has limitations to cover its fixed operational costs; this situation puts at risk the operational work of the National Society.
- Support for the integrity case continues to be a challenge to guarantee the future of the National Society.
- While integrity risks are present in the region, the organizational development programme will contribute to the mitigation of these risks through the close monitoring and support to National Societies in updating their legal bases.

Role of the secretariat

The role of the secretariat in Peru and in the Andean Region is to focus on providing membership services to the PRC, as established in Article 5 of its Statutes.

The range of **membership services** is detailed in the coordination and cooperation section of the **country support plans**. The Regional Representation for the Andean countries plan concurs with PRC's country planning. This alignment of planning processes allows the IFRC to agree on key cooperation issues with the National Societies, and to help them in building and strengthening their programme services.

a) Technical programme support

Support provided to the PRC will be centred on capacity building. This support contributes to ensuring that their programmes and activities coincide with *S2020*, the Inter-American Plan and IFRC's directives and decisions.

In order to respond to membership needs, the secretariat structure in the Andean Region is organized around, and financed by, the secretariat's core budget. The essential programme areas are defined in the strategic framework. Technical support to the Peruvian Red Cross will be provided by the Regional Representation for Andean countries in Lima (Peru). When necessary, and depending upon the availability of human resources, the Regional Representation can also lend staff to the Peruvian Red Cross.

b) Partnership development and coordination

In 2011, responding to the Andean Region National Societies' interests and in fulfilment of its assigned role, the Regional Representation will improve cooperation and coordination within the Movement and with national, regional, and international institutions interested in the secretariat's strategic framework and humanitarian agenda.

The Regional Representation's cooperation and coordination in Peru will consist of:

1. Facilitating the National Society's development of integrity mechanisms, thus avoiding the possibility of another integrity case within the PRC.
2. Promoting the development of a tripartite agreement with the National Society, the International Committee of the Red Cross and the IFRC to ensure coordination, and to establish a cooperation framework for all Movement actors.
3. Developing a Country Assistance Strategy (CAS) process in Peru to guarantee adequate cooperation between all Movement members.
4. Improving the National Society's participation in regional coordination mechanisms, such as the centres of reference, networks, PADRU, and others.
5. Sharing relevant information and supporting the National Society's participation in IFRC's governing bodies.

c) Representation and advocacy

Starting with the initial steps leading to its creation in 2003, the secretariat has supported and facilitated the work of the Andean Committee for Disaster Prevention and Relief (CAPRADE), a supra-national entity created by the country members of Bolivia, Colombia, Ecuador and Peru. IFRC's work in this area prioritizes the improvement of the National Society's participation in CAPRADE.

Coordination continued with partners from the United Nations system present in the country, particularly with the United Nations Development Programme (UNDP), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the OCHA-led humanitarian network, in those actions linked to the risk reduction strategy in the Hyogo Framework for Action 2005–2015. Further coordinated work will be undertaken with the United Nations Joint Programme on HIV and AIDS (UNAIDS) to strengthen the Global Agenda in HIV and AIDS, as well as with the Pan American Health Organization (PAHO) for community health programmes and health in emergencies. The Regional Representation will also support the State's incorporation of International Disaster Response Law (IDRL).

Quality, accountability and learning

There continues to be a need to improve the quality of secretariat services provided to member National Societies in the Americas, particularly, in the Regional Representation for Andean countries. In order to achieve this, it will be necessary to identify each and every one of the processes that has provided added value in the Regional Representation, define quality indicators that should be present in these processes and to monitor the fulfilment of these indicators. In addition, it will be necessary to monitor the fulfilment of financial, administrative, human resource and logistics standards and procedures established by the secretariat.

The Regional Representation aims to improve its accountability systems from 2011 to 2012. Firstly, through a financial technical management team in the Americas zone, which seeks to constantly improve the application of IFRC standards and procedures and to improve the work of the National Society, by facilitating adequate structures and systems within it. Secondly, through the Planning, Monitoring, Evaluation and Reporting unit in the Americas Zone Office, focusing not only on donor reporting, but also on improving planning, monitoring and evaluation activities.

Finally, learning will be facilitated by extracting lessons learnt from achievements (and from unresolved challenges) through the systematization and documentation of processes and the above-mentioned quality indicators.

<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by <i>Strategy 2020</i> which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 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 non-violence and peace.
--	---

Contact information

For further information specifically related to this plan, please contact:

- **In the Peruvian Red Cross: Mario Ríos, Executive Director; email: director-ejecutivo@cruzroja.org.pe; phone: +511 470 0606 / 265 8783; and fax: + 511 470 0606.**
- **In the Regional Representation for the Andean countries in Peru: Fernando Casanova, Regional Representative for the Andean countries; email: fernando.casanova@ifrc.org; phone: +511 221-8333; and fax: +511 441 3607.**
- **In the Americas Zone Office in Panama: phone: + 507 317 3050; and fax: + 507 317 1304**
 - **Jan Gelfand; Head of Operations; email: jan.gelfand@ifrc.org**
 - **Zuleyka Maynard; Resource Mobilization Officer; email: zuleyka.maynard@ifrc.org**

MAAPE002 - Peru

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment						
Transport & Storage						
Personnel	6,252		155,094			161.346
Workshops & Training	111,000	17,500	262,980			391.480
General Expenditure	3,286	1,500	13,365			18.151
Depreciation						
Contributions & Transfers						
Programme & Service Support	8,585	1,353	31,816			41.755
Services	11,544	1,820	58,036			71.400
Contingency						
Total Budget 2011	140,668	22,173	521,291			684,132