

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

GUATEMALA

Appeal no. 01.48/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	229,733	165,000
2. Disaster Management	119,185	78,500
3. Humanitarian Values	66,417	30,000
4. Organizational Development	343,005	115,000
5. Federation Coordination	79,444	10,000
6. International Representation	57,326	15,000
Total	895,106¹	413,500

Introduction

Guatemala is one of the poorest countries in the Americas region with only Haiti ranking lower on the Human Development Index (HDI). The country is made up of 25 linguistic groups including 22 Mayan languages, however, Spanish is the only official language. Unofficial estimates suggest that up to 60% of the population is indigenous with most of this population concentrated in the western and northern regions of the country. It is in the departments where most of the indigenous population live that the highest levels of poverty are to be found.

After 36 years of conflict, peace was restored to the country with the signing of peace agreements in 1996. Sadly, many of the objectives of the peace accords have not been met and a climate of violence and social disruption persists. The government appears poorly equipped to meet many of the demands of its people and accusations of state corruption and malpractice abound.

Vulnerability is further exacerbated by Guatemala's susceptibility to natural disaster. 30 active volcanoes, frequent earthquakes and heavy rainfall cause serious erosion and environmental degradation while fires devastate large areas of prime forest every year. In 1998, hurricane Mitch caused severe country-wide destruction and in 2001 and 2002 many of the poorest communities have been affected by severe drought or localized flooding, further compounding food and economic insecurity.

¹ USD 614,987 or EUR 608,413.

² These are preliminary budget figures for 2004, and are subject to revision.

The Guatemalan Red Cross (GRC) is well placed to address many of the needs of the most affected populations, however it remains at an early and difficult stage of its post-conflict redevelopment. Further improvements in governance, management and service provision will have to be made if the National Society is to have the impact it desires. At the same time, increased accessibility for marginalized populations will need to be a key part of the GRC strategy if it is to comply with its own mission statement “to improve the lives of vulnerable people by mobilizing the power of humanity” (GRC Strategic Plan 2002-2006).

Country Strategy

In order to develop capacity and demonstrate impact, the National Society will have to be vigorous in defense of its own Strategic Plan / National Development Plan (NDP) both with external donors and with its own branches.

The statistics given below speak for themselves, there is no debate around whether needs exist in Guatemala, but which needs and which populations the Guatemalan Red Cross should target. Based on available country information, the most valuable contribution the GRC could and should be making would be directed at rural and indigenous populations focusing in particular on women. Programme and beneficiary focus will therefore be the central challenge for the National Society over the coming years.

UNDP - Human Development Indicators 2002

Country Ranking - HDI	(108 in 2001) 120
Total Population (millions)	11.4
% of the population living below \$1/day	10
% of the population living below \$2/day	33.8
GDP per capita (US \$)	3,821
Infant mortality per 1,000 live births	44
Under 5 mortality per 1,000 live births	59
Maternal mortality rate per 100,000 live births	190
% of births attended by skilled health staff	41
% of total population undernourished	22
% of population using improved water sources	92
% of population using adequate sanitation facilities	85
% of people living with HIV/AIDS	1
Annual population growth rate %	2.4
% population under 15 yrs of age	43.6
% population aged 65 and above	3.5
Net primary school enrolment ratio %	83
Adult illiteracy rate % MALE age 15 yrs +	23.9
Adult illiteracy rate % FEMALE age 15 yrs +	38.8

From the above table we can see that Guatemala’s country ranking has moved from 108 in 2001 to 120 in 2002. Whilst the HDI gives some idea of the situation in country, many of the indicators would be even more worrying if only given for rural and indigenous populations. Wealth and services tend to be concentrated in the metropolitan and non-indigenous areas leading to large disparities between different sectors of the population.

According to the 1998-99 National Survey of Family Income and Expenditures (ENIGFAM)

- The average illiteracy rate among indigenous women varies between 50% and 90% and only 43% of them are able to finish primary school, 5.8% middle education and 1% higher education.

- The highest rates of illiteracy are found in the departments with an indigenous majority: for example, Quiché 53.5%, Alta Verapaz 51.3 % (compared with a national average of around 31%).
- Over 60% of the population lives in poverty, 80.1% of the population living in poverty are in living in rural areas, 63% of those defined as living in poverty are indigenous.

Other statistics taken from the UN Verification Mission in Guatemala (MINUGUA) 2001 report

- The country has approximately one physician and one hospital bed for every thousand inhabitants, but 80% of the physicians and 50% of the nurses serve in the metropolitan area.
- According to 1999 data of the Ministry of Health, 46% of the population has no access to health services. There are a number of factors which limit access by the majority of indigenous peoples to health services, These include cultural barriers, especially those of language, as well as the dispersion of the population, rurality and the inability to pay for the transport in order to reach a health service.

National Society Priorities

The National Society Strategic Plan 2002-2006 follows Strategy 2010 with a focus on the three strategic directions and four core areas. The central policy of the National Society cutting across all issues is to “recover the sustainability of the institution” through providing excellent services, working with the most vulnerable sections of the population, promoting the principles and values of the Movement and through improved financial planning. The Guatemalan Red Cross also emphasises efficient administration, unity and decentralization, promotion of volunteering and volunteer well being and the pursuit of strategic alliances with other organizations. The plan reflects a desire, or a recognition, of the need to move away from a concentration on traditional activities (eg ambulances, clinics) towards more integrated activities that are community oriented. It remains a challenge to turn this into a reality on the ground given the experience and perception of many GRC personnel, however the basis for change now exists.

In the four core areas the National Society emphasizes the following:

Disaster Response and Disaster Preparedness:

- Strengthening of branch and community capacity to respond to disasters including community education and the drawing up of local, regional and national contingency plans.
- Equipping of branches, improvement of the radio system and training of volunteers in disaster management.
- Creation of regional warehouses, branch operations centres and the formation emergency committees in strategic areas.
- Establishment of strategic alliances to help promote a culture of prevention.

Health and Care:

- Retain the focus on primary / basic health care.
- Carry out prevention, promotion and education activities, focusing on illnesses which are a major cause of mother and child mortality.
- Work in the areas of malnutrition, immunization, reproductive health and HIV/AIDS.
- Focus on water and sanitation, support of national immunization days, community education in preventive health and hygiene including the integrated management of childhood illnesses (IMCI) approach.

Promotion of the Fundamental Principles and Humanitarian Values:

- Carry out dissemination through local media including the use of indigenous languages using improved materials and campaigns.

- Improve workshops for volunteers.
- Work together with other organizations to promote a culture of peace and redesign activities around the theme “Adiós Violencia”.

	YEAR	COMMENT
Statutes	2,002	Revised and approved by the General Assembly in April. Should be registered and in force by end 2002 / early 2003.
NDP	2,002	Plan finished and approved. Full dissemination still to take place.
Regulations	2,002	Ongoing as part of the follow up of the revision of the Statutes. Likely to be completed in 2003.
CAS	2,000	First generation, second under way for 2003.
Self Assessment	2,003	May be a more relevant exercise after next elections of the governing board (end 2002). Price Waterhouse recommendations are still valid.
Elections	2,002	Scheduled end 2002 / early 2003.
Yearly audit	2,002	External financial audit has not been done for years, but 1999 - June 2002 should be audited by the end of 2002.
Annual Report	2,001	Incomplete annual report issued for 2001.

Main strengths

- Well trained volunteers.
- Good press coverage and new web site.
- Strong support from the Federation and bilateral PNSs (American, Netherlands and Spanish Red Cross Societies).
- Potential of headquarters and branch buildings owned by the National Societies.
- National Development Plan and new Statutes approved.

Main challenges

- Weak governance.
- Lack of unity - No sense of National Society identity - isolated branches.
- Only 2 of the 24 branches are self-sustaining.
- High degree of dependence on foreign assistance.
- Decreasing numbers of active volunteers.
- Absence of any formal fundraising / income generation / cost saving plan.
- Absence of national programmes delivering quality services to vulnerable people.
- Need for a better defined auxiliary relationship with the state.
- Poor internal regulation.

Red Cross and Red Crescent Priorities

The Movement has provided huge levels of support to Guatemala and the Guatemalan Red Cross since hurricane Mitch hit, and before, with a Federation presence since 1997. At community level, this has had some commendable impact, however the challenge remains to improve the coordination of this support, promote standardization and develop activities with wider national coverage that are truly owned and managed by the National Society. This will require strengthened leadership and a commitment to support the National Development Plan from within the National Society and from *all* partners.

2002 Priorities

Partner	Health	Relief	Disaster Preparedness	Humanitarian Values	Organizational Development	Other
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ICRC			Tracing	Support to GRC dissemination department. Promotion of training.	Support for revision of Statutes / GRC change process / governance and management training.	CAS, NS bulletin.
Federation *	MCH / IMCI, HIV/AIDS, First Aid, Watsan, National Health Plan.	Drought Response	CBDP, NS response capacity, strategic alliances. Regional warehouses, regional response centres.	Support to GRC dissemination department. Promotion of training.	Support for revision of Statutes / GRC change process / governance and management training, national development plan (NDP). Development of volunteering. Fundraising. Regionalization. National and regional training centres. Project management training.	CAS, diploma in disasters, Press and website.
ARC	IMCI, Watsan, HIV/AIDS, First aid, Mental health in disasters, support to clinics, national health plan.	Drought response	CAMI (similar focus to the Federation).		NDP, support to branches. Project management training.	Branch infrastructure
NCR	Watsan / community projects		Community microprojects / family emergency plans	Radio programme	Support to northern branches in Flores, Sayaxche and Cobán. Finance system at headquarters.	
Spanish Red Cross	Various projects in watsan, HIV, prosthesis project	Drought response	Community education		Support to branches (mainly in the east). Training in Quetzaltenango and the Izabal branches.	Construction and agricultural projects

IMCI - Integrated Management of Childhood Illnesses

MCH - Mother & Child Health

CAS - Cooperation Agreement Strategy

CAMI - Central America Mitigation Initiative

ARC - American Red Cross

NRC - Netherlands Red Cross

* The Federation Secretariat in Guatemala is supported primarily by the Norwegian Red Cross, the Swedish Red Cross and the British Red Cross. The main bilateral supporters are the Spanish Red Cross and the American Red Cross.

Priority Programmes for Secretariat Assistance

Health and Care - the health and care programme aims to support the GRC to improve the health conditions of the most vulnerable through:

- Reducing morbi-mortality from preventable diseases.
- Promoting safe water use and hygiene and supporting increased water and sanitation capacity in disasters.
- Reducing the vulnerability of the population to HIV/AIDS.

Disaster Management - The disaster management programme aims to support the GRC to strengthen the response and preparedness capacity of the GRC through:

- Finalizing response and preparedness plans at national and regional levels.
- Establishing four regional response centres.
- Supporting community education in disaster preparedness and promoting related micro-projects.
- Helping the GRC to coordinate its actions and maintain networks and strategic alliances.

Humanitarian Values - the humanitarian values programme aims to support the GRC to promote the Fundamental Principles of the Movement and promote humanitarian values through:

- Establishing a national dissemination programme.

Organizational Development - the organizational development programme aims to support the GRC to improve its capacity to carry out its humanitarian mission through:

- Strengthening the fundamental pillars of National Society development: the Statutes, the national development plan and the internal regulations.
- Improving management and retention of volunteers.
- Supporting resource mobilization.

Federation Coordination - this programme aims to improve coordination efforts thereby maximizing the use of resources in line with the National Society's strategic interests through:

- Leading the CAS process.

International Representation - this programme aims to support the GRC to strengthen its position as a key humanitarian agency in Guatemala through:

- Participating in advocacy and information campaigns such as those marking Red Cross Red Crescent day and the fight against HIV/AIDS.
- Helping to develop the GRC press and communication department.

All Federation programmes support priorities that the GRC has identified in its 5 year national development plan. Whilst ambitious, the programmes are mutually supporting and hence require advances in all objectives if the GRC is to make meaningful progress towards becoming a well

functioning national society capable of meeting the needs of the most vulnerable. The “expected results” that are detailed in the programmes represent fundamental steps in the strengthening of the GRC and could equally be described as “vital” or “critical” results, such is their importance. The risk involved in committing to such a range of targets is that the ongoing difficulties within the Guatemalan Red Cross will oblige the Federation Secretariat to take on more of the responsibility and workload than it or any other stakeholder would ideally wish. The Federation Secretariat will try to avoid this through constant dialogue, incorporating bilateral PNSs and promoting a phased approach. However, it is worth recognizing that expectations often exceed the capacity of the National Society, and as a result, are transferred to the delegation.

Moving forward in these areas will require the full commitment of the GRC, the integration of bilateral PNSs behind shared objectives and continued Federation and ICRC support. The Federation delegation will expand slightly to 8 people in 2003 taking on extra (local) capacity in OD and finance, recognizing the OD focus of programming and the administrative gaps that will be created as the regional delegation moves to Panama. In 2004, it is hoped that the delegation will downsize and consist of several local staff, however, the size and nature of support will depend on progress against objectives and the degree to which the National Society is truly engaged in its own development.

1. Health and Care *<Click here to return to the title page>*

Background and achievements/lessons to date

Recent experience in this sector focused on the integrated human development programme which began in 1997 and covered a range of activities including basic health care, training of environmental health promoters and water and sanitation. The programme targeted 114 communities through seven local branches of the GRC: Quetzaltenango, Coatepeque, El Palmar, San Marcos, Tecún Umán, Tejutla and Cobán.

Whilst the Federation supported programme had some considerable success, it lost momentum in early 2001 due to a lack of funding and limited involvement of local health authorities to provide the required sustainability. Subsequently, four of the branches remained involved in health activities with American Red Cross support, focusing primarily on the implementation of the community Integrated Management of Childhood Illnesses (IMCI) strategy.

Given the support of the Pan American Health Organization (PAHO) and the Guatemalan government for IMCI, the Federation took the decision to support the Guatemalan Red Cross with the same strategy in a further four branches, building on the experience of the human development programme whilst taking account of lessons learned. In 2002 the extensive diagnostic and training phase of IMCI should be completed and by 2003 activities should be underway in communities supported by all 8 branches and local health authorities (these are the original seven branches involved in the human development programme plus one additional branch in Retalhuleu).

In water and sanitation, the GRC has been assisted to take ownership of activities through the establishment of the National Society’s water and sanitation technical unit in the health department. This initiative has been supported primarily by the Federation and the American Red Cross and in 2002 has concentrated on strengthening the unit and the in depth training of technical staff. Federation support has also been provided for participatory hygiene and sanitation transformation (PHAST) training and a GRC project that monitors water quality. By the end of 2002 it is hoped that the GRC will also be implementing its own latrine programme, linking these activities with IMCI.

The drought operation included valuable health components, including education around key health practices and improving the capacity of communities and local health staff to detect malnutrition. The operation was supported by the Federation, the American Red Cross and the Spanish Red Cross.

The Guatemalan Red Cross is involved in activities focusing on the prevention of dengue fever and malaria. In late July, following an outbreak of dengue fever, the National Society distributed 10,000 leaflets in affected communities. In addition, Red Cross youth volunteers took part in training activities organized by the MoH.

In the area of HIV/AIDS, the GRC took part in the launch of the campaign against stigma that was part of the 8 May celebrations. Since then, the National Society has committed to implementing a nation wide programme following the components of the Federation global programme and led by youth volunteers. This is already being supported by the Spanish Red Cross in Izabal and the Federation and American Red Cross will share support for the rest of the country starting with pilot activities that should be well underway before the end of the year.

Overall Goal

The Guatemalan Red Cross is implementing efficient, responsive and focused programmes which contribute to improve the lives of vulnerable people with coordination and technical support from the Federation Secretariat.

Programme Objective

The GRC contributes actively to improving health conditions amongst Guatemala's most vulnerable populations.

Expected Results

The programme is based on three projects that will have the following overall results:

1. Reduced morbi-mortality due to preventable diseases.
2. An increased use of safe water and hygiene practices and strengthened GRC water and sanitation capacity in disasters.
3. Reduced vulnerability of the Guatemalan population to HIV/AIDS.

The projects will seek to have the following specific results:

Project 1 - Community Health / IMCI
✓ Technical facilitators and local teams are contracted and trained.
✓ Four branches of the GRC have presented proposals for community IMCI projects.
✓ Basic health services have been provided to at least 4 communities with a focus on IMCI, HIV/AIDS, water and sanitation, dengue/malaria and first aid.
✓ Members of the communities and Red Cross volunteers have improved knowledge and behaviour re disease prevention and health promotion.
✓ Communities are organized and trained to deal better with individual and collective health risks.
✓ Women and indigenous groups participate actively in the health activities in the targeted communities and have improved access to health services.
✓ Improved capacity of the GRC in preventive activities in community health is achieved.
Project 2 - Water and Sanitation
✓ The GRC has an improved ability to manage, plan and implement water and sanitation projects.
✓ Water quality control and environmental sanitation activities are implemented.
✓ GRC volunteers at institutional and community level have strengthened water and sanitation

capacity.
✓ Communities are organized and trained to be able to respond to water and sanitation emergencies in case of a disaster.
✓ Active participation of women and indigenous groups in water and sanitation in the targeted communities.
✓ Reduced morbi-mortality rates in the targeted communities.
✓ The GRC has improved its water and sanitation capacity in disasters.

Project 3 - HIV / AIDS
✓ HIV management and coordination team created and trained.
✓ Groups of instructors (with a focus on youth) trained and established in the branches.
✓ Diagnosis completed to define most effective areas of intervention.
✓ Students from educational establishments are informed and have increased awareness.
✓ Youth and adults use preventive methodologies.
✓ Stigma and discrimination within the National Society and in other target groups is reduced.
✓ People living with HIV receive family assistance to motivate their integration in society.
✓ The GRC capacity to manage activities related to HIV / AIDS is improved.
✓ The volunteer structure of the GRC is strengthened.
✓ Volunteers working in first aid and staff in clinics are using measures to protect against infection.
✓ Volunteers working in first aid and mental health in disasters are also active in the HIV programme.

2. Disaster Management [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Both the preparedness of the GRC and of communities have been affected by further changes in the GRC management team following the resignation of the head of relief in August 2002. This is the third change of relief director in less than two years and the ability of the GRC to develop functioning response systems has been affected accordingly. This aside, the GRC responded well to needs during Easter “Semana Santa” and during the Pope’s visit in July, and it is clear that there is an enthusiastic and knowledgeable volunteer base with which to work.

Although activity in educating communities continues with Spanish Red Cross support (primarily in Izabal) and with American Red Cross support for three branches through the CAMI project, there is still a need for further standardization. For most of 2002, the Federation community based disaster preparedness (CBDP) programme has been on hold as it went through some important modifications at regional level, however it will be necessary for the Federation to promote improved coordination in the way different Red Cross partners are working with communities in disaster management.

At country level, the Federation delegation was much affected by the drought operation, although this was also an opportunity to develop capacity (and was successfully used as such), it did divert attention from the original objectives. On the plus side, it helped the GRC to develop good relations with other organizations, especially the World Food Programme (WFP) and Action Against Hunger “Acción Contra El Hambre”, and provided much needed assistance and education to some 3,000 families. The operation also raised the profile of the GRC in communities and nationally through sustained positive press coverage of GRC activities. Following on from the 2001 incorporation of the GRC in the national response plan, working relations with CONRED have also been well maintained through the Federation throughout the year.

As a result of the drought operation, it is only towards the end of the year that the Guatemalan Red Cross has been able to concentrate on the completion of CBDP micro-projects and plans for taking both community and National Society preparedness forward. These areas are continued in this appeal and remain as important as ever, although dependent on the GRC being able to find and hold on to a suitable candidate to lead the process.

In response to needs identified by the Federation and confirmed in the GRC National Development Plan (NDP) 2002-2006, the delegation has also started to look at the creation of regional response centres. Four centres will be established in the same locations as regional training centres (see the organizational development (OD) section) and will rely heavily on revitalizing the NITs members that were trained in 2001. Lessons learned in the past have shown that training needs to be part of wider activity and follow up, hence the intention to put training centres in the same place as regional response centres / regional warehouses, allowing those who participate in training to remain busy and appreciated even when there is no ongoing disaster.

Overall Goal

The Guatemalan Red Cross is implementing efficient, responsive and focused programmes which contribute to improve the life of vulnerable people.

Programme Objective

The preparedness and response capacity of the GRC is strengthened.

Expected Results

The programme is based on 4 projects that will have the following overall results :

1. The GRC has finalized disaster preparedness and response plans at national and regional level.
2. Four Regional Response Centres are established.
3. An integrated CBDP programme is being implemented nationally using shared tools.
4. Coordination between the GRC and organizations inside and outside the movement is resulting in effective partnerships and alliances.

The projects will seek to have the following specific results :

Project 1 - Plans
✓ Response procedures are standardized.
✓ Plans are completed and approved (1 national, plus 3 regional).
✓ Job functions and responsibilities are better defined.
✓ The role of the GRC is integrated within and contributes to the governmental response plan.
Project 2 - Four Regional Response Centres
✓ Decentralization of response operations.
✓ Regional teams are active and trained.
✓ Multidisciplinary NITs members are integrated in the regional response teams.
✓ Regional warehouses are established and supplied with relief stock.
✓ A well functioning radio communication system.
✓ Improved communication between branches and headquarters.
✓ Increased Red Cross presence in the community.
Project 3 - CBDP
✓ The CBDP programme is included in the NDP as a permanent and integrated programme.

✓ GRC resources are optimized and shared.
✓ Communities are included in decision making.
✓ Mitigation measures are adopted by communities.
✓ Red Cross volunteers and community instructors are trained in disaster preparedness, including health aspects such as the prevention of HIV/AIDS.
✓ Indigenous populations and women are included in the programme.
✓ Tools and materials are standardized.

Project 4 - Coordination
✓ PNS programmes reflect shared objectives.
✓ Increased effectiveness of resources.
✓ Network and strategic alliances widened and formalized.
✓ Improved image and increased exposure of the Red Cross.

3. Humanitarian Values [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Guatemalan Red Cross intends to work to strengthen local networks and humanitarian values at all levels of society. In 2000 the GRC started a *Stop the Violence* project that formed part of a wider programme to build a culture of peace. The programme toured eight regions of the country covering all 22 branches that existed at the time.

Although the programme has been suspended, similar activities could be restarted in the future once a clearer National Society structure is in place with the required resources. For now it seems wise to concentrate on a basic dissemination programme given the needs of the National Society, the Guatemalan reality and past experience. The ICRC has been supporting these activities and a shared effort between the GRC, ICRC and the Federation has ensured that volunteers from headquarters and all branches have continued to be trained in important themes such as the emblem, the history of the Movement, the fundamental principles, international human rights, the Seville agreement and Strategy 2010. Members of the armed forces have also benefited from Red Cross training.

In 2002 a new volunteering department was established in the GRC. This department will take responsibility for the national training programme, thereby separating the functions of dissemination and training which were previously the joint functions of one person. This, combined with the support of the Federation (Norwegian Red Cross), to take on an extra instructor should help to move the dissemination department forward, including the ICRC supported possibility of adding a tracing function that at present is not part of the GRC's activities. The ICRC and the Federation will continue to plan support together, including training of bilateral PNSs in country on the guidelines and regulations that concern them as members of the Movement working internationally. It will also be important to promote training covering the new Statutes, regulations and the national development plan of the GRC (see OD section).

Overall Goal

The Guatemalan Red Cross is implementing efficient, responsive and focused programmes which contribute to improve the lives of vulnerable people.

Programme Objective

The Fundamental Principles and Humanitarian Values of the Red Cross are known and respected within and outside the GRC.

Expected Result

The programme is based on one key project that will have the following overall result :

1. The GRC is implementing a national dissemination programme.

The project will seek to have the following specific results:

Project 1 - National Dissemination
✓ The national dissemination programme is an integral part of the wider National Society training programme.
✓ Dissemination training modules have been developed.
✓ All new volunteers receive a basic dissemination module.
✓ Training materials are produced, including in the main indigenous languages.
✓ The number of GRC volunteers, including women and indigenous volunteers, increases.

4. Organizational Development *<Click here to return to the title page>*

Background and achievements/lessons to date

Much of the focus of the Federation has remained on support to the GRC to strengthen the headquarters and to develop its national capacity. There have been significant advances with the Statutes which have been approved by the General Assembly and should be ratified by the end of the year. The national development plan was also approved and some important advances have been made with National Society internal regulations and other management areas, as recommended by Price WaterhouseCoopers.

Furthermore, the GRC health department has been strengthened (with community health and water and sanitation functions added) and a volunteering department has been created. This should strengthen both volunteering and dissemination and place the responsibility for training firmly under volunteering. The decision of the American Red Cross to place all support to OD under Federation coordination is also welcomed.

As regards branches, the main area of Federation support has been training in project management. This support has been shared with the American Red Cross and the Spanish Red Cross and has covered 17 branches of the GRC. Basic dissemination for members of branch boards has also been supported.

Less encouraging has been the continued instability of the GRC leadership. For different reasons, the GRC spent significant periods of the year operating without a director general, an administrator or a head of relief. With regard to governance, the board has been operating with less than the stipulated 11 members and has often proved unable to provide the guidance that the GRC needs during this fragile period of its development. Federation led efforts to improve the situation have been well received and supported by the ICRC and PNSs, but with only limited commitment from the board who remained locked in an internal conflict for much of 2002.

The short term objective of the GRC is to hold further elections thereby revitalizing the board. If this proves successful, then the steps outlined below should be pursued. Key themes will be regionalization and the creation of a new branch in Guatemala city, both of which are critical to further development. Backing this will be final work on the Statutes, the NDP and the internal regulations, combined with an improved definition of the relationship between the headquarters and the branches. The Federation will

not pretend to be able to support all branches, but through a combination of regional approaches and standardizing PNS approaches behind common objectives, impact should be multiplied. This approach will also be supported by improved volunteer management and the long awaited (but necessarily delayed) development of a resource mobilization capacity within the GRC.

Overall Goal

The Guatemalan Red Cross is implementing efficient, responsive and focused programmes which contribute to improve the lives of vulnerable people.

Programme Objective

The capacity of the GRC to carry out its humanitarian mission is improved.

Expected Results

The programme is based on three projects that will have the following overall results :

1. The fundamental pillars for National Society development are in place, known and being applied.
2. The GRC has improved management and retention of volunteers.
3. The GRC has developed its capacity to obtain resources.

The projects will seek to have the following specific results:

Project 1 - Fundamental Pillars
✓ The revised Statutes of the National Society are ratified
✓ The national development plan is updated.
✓ The board and senior management are clearer about their different roles.
✓ GRC internal regulations are finalized and approved.
✓ The relationship between branches and the headquarters is clarified.
✓ Training on the Statutes, the NDP and the internal regulations is incorporated into the national training programme.
✓ A new branch is established in Guatemala city.

Project 2 - Volunteering
✓ A standardized volunteer recruitment and training programme is implemented.
✓ A functioning and regularly updated volunteer database.
✓ Internal regulations and standardized manuals on volunteering.
✓ Improved quantity and quality of volunteer response.
✓ Management and volunteers trained to be able to carry out their mission.
✓ More female and indigenous volunteers.
✓ First aid courses are completed and include preventive methodologies against HIV infection / other preventable diseases.
✓ An increase in active volunteers contributing to GRC programmes.

Project 3 - Resource Mobilization
✓ The GRC income generation unit is established and is mobilizing a range of resources.
✓ A system for generating resources from training courses is implemented.
✓ A maximum of 4 well functioning training centres are established.
✓ Volunteers and members of the public are trained in first aid and HIV/AIDS in the training centres.
✓ Improved relationships with donors within and outside Guatemala.
✓ New members recruited to the GRC.

5. Federation Coordination [<Click here to return to the title page>](#)

Background and achievements/lessons to date

In 2002 the Federation has continued to promote coordination including a series of meetings around the promotion of a cooperation agreement strategy (CAS) at both a general and technical level. The need for more knowledge amongst some PNS members around Movement norms and guidelines (e.g Strategy 2010, the Seville Agreement, the Strategy for the Movement) has also been addressed with brief training sessions, however, this will need to be strengthened in 2003.

For the first time ever, the delegation has collated and shared with all stakeholders tables giving an overview of the various projects being supported by the different partners of the GRC. This has shown the wide range of activities being implemented and highlights the need for improved information sharing, joint activities and eventually shared strategic planning. The GRC also recognizes the need to be more responsive and focused in its five year plan and the Federation will continue to provide support in this endeavour.

Coordination with the ICRC has been excellent and training activities have been jointly facilitated. The Federation and the ICRC also worked closely together on the revision of the National Society Statutes. A number of the most important written communications to the GRC have also been sent under joint Federation / ICRC signature, others under joint Federation / PNS signature. With the American Red Cross, it has been possible to agree very similar objectives for all programmes using 2010 headings and there are numerous examples of where the Federation and the American Red Cross have shared support for activities (water and sanitation, IMCI, HIV/AIDS). In 2003, this will be further strengthened with the American Red Cross moving all OD activities under Federation coordination and with increased integration in all other programme areas. The recent signing of a headquarters agreement with the Guatemalan government should also enable the delegation to offer a number of services to the GRC as well as PNS, benefiting all concerned.

Producing a finalized CAS document is proving to be more difficult whilst we wait for all partners to clarify plans and intentions for 2003 and whilst the GRC leadership crisis continues. This remains a priority, as does the elaboration of pre-disaster agreements which it is hoped to finalize with the support of PADRU.

Overall Goal

The Federation Secretariat contributes to improve the Movement's effectiveness and efficiency through increased cooperation and coherence.

Programme Objective

Improved coordination maximizing the use of resources in line with GRC strategic interests.

Expected Result

The programme is based on one project that will have the following overall result: the CAS is defined and agreed.

The project will seek to have the following specific results:

Project 1 - CAS
✓ Improved coordination between the Federation, the ICRC, the PNSs and the GRC.
✓ Documentation of agreed priorities and ways of working.

✓ Resources are shared between all Red Cross partners.
✓ GRC activities and external support are in line with S2010 and the GRC development plan.

6. International Representation *<Click here to return to the title page>*

Background and achievements/lessons to date

This area has not been defined in previous appeals, however it has always been an important part of the work of the delegation.

The incorporation of the National Society into the national disaster plan, the drought activities with WFP and Action Against Hunger and the historic signing of a MoU with PAHO are all areas in which the Federation has been active. Positive publicity covering the GRC's drought response was also plentiful as was coverage of 8 May activities, including the theme of HIV/AIDS, and during the Pope's visit in July.

In the area of disasters, Federation support for a diploma for media students and employees is being repeated in 2002. The Federation also attends regular coordination meetings led by UNDP and the meetings of a group of different local institutions known as the Emergency Committee. In 2002, the Federation also worked with MSF, United Way, the Inter-American Development Bank and Saatchi & Saatchi, as well as helping the GRC to compile and present proposals to donors including ECHO.

Overall Goal

The GRC forms effective partnerships and alliances to respond to the needs of the most vulnerable and promote their interests at the national level, with coordination and technical support from the Federation Secretariat.

Programme Objective

The GRC position as a key humanitarian actor in Guatemala is strengthened.

Expected Results

The programme is based on 2 key projects that will have the following overall results :

1. The GRC conducts successful advocacy and information campaigns covering key Red Cross themes.
2. The GRC press and communication department is strengthened.

The projects will seek to have the following specific results:

Project 1 - Advocacy / Information
✓ Increased participation of other organizations in the 8 May celebrations.
✓ The GRC is involved in national or local campaigns including a campaign aimed at reducing the stigma associated with HIV/AIDS.
✓ The Red Cross role in disasters is more widely known.
✓ The Red Cross (all parts of the Movement) has an improved ability to attract resources.

Project 2 - Press & Communication
✓ Media coverage is increased.
✓ The GRC image is improved.
✓ The Red Cross (all parts of the Movement) has an improved ability to attract resources.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.48/2003

Name: Guatemala

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	10,000	0	14,000	0	0	0	23,999
Clothing & textiles	0	0	2,000	0	0	0	1,999
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	17,000	2,000	0	0	0	18,999
Medical & first aid	26,500	13,000	2,000	0	0	0	41,499
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	3,000	4,000	0	0	0	6,999
Other relief supplies	0	0	5,200	0	0	0	5,199
SUPPLIES	36,500	33,000	29,200	0	0	0	98,699
Land & Buildings	40,000	0	0	0	0	0	39,999
Vehicles	0	0	0	0	0	0	0
Computers & telecom	4,000	0	4,500	0	0	0	8,500
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	12,000	8,000	0	0	0	3,500	23,499
CAPITAL EXPENSES	56,000	8,000	4,500	0	0	3,500	71,999
Warehouse & Distribution	0	0	2,000	0	0	0	1,999
Transport & Vehicules	4,000	8,000	3,600	1,000	0	0	16,599
TRANSPORT & STORAGE	4,000	8,000	5,600	1,000	0	0	18,599
Programme Support	22,295	14,933	7,747	4,317	5,164	3,726	58,181
PROGRAMME SUPPORT	22,295	14,933	7,747	4,317	5,164	3,726	58,181
Personnel-delegates	57,600	0	0	21,600	43,200	21,600	144,000
Personnel-national staff	97,610	58,000	43,920	24,000	24,000	17,000	264,529
Consultants	0	0	9,000	0	1,020	0	10,020
PERSONNEL	155,210	58,000	52,920	45,600	68,220	38,600	418,549
W/shops & Training	0	0	2,550	0	2,520	0	5,070
WORKSHOPS & TRAINING	0	0	2,550	0	2,520	0	5,070
Travel & related expenses	3,000	12,800	12,000	0	1,500	0	29,299
Information	22,500	30,000	200	4,500	0	9,500	66,699
Other General costs	43,500	65,000	4,468	11,000	2,040	2,000	128,007
GENERAL EXPENSES	69,000	107,800	16,668	15,500	3,540	11,500	224,006
TOTAL BUDGET:	343,005	229,733	119,185	66,417	79,444	57,326	895,106