

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

GUATEMALA

16 December 2003

Appeal No. 01.48/2003

Appeal Target: CHF 895,106

Programme Update No. 2

Period covered: 1 April - 31 July 2003

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries. For more information: www.ifrc.org

In Brief

Appeal coverage: 144.4%; See attached Contributions List for details.

Outstanding needs: None

Related Emergency or Annual Appeals: Central America Annual Appeal (Appeal 01.50/2003), Pan American Disaster Response Unit Annual Appeal (Appeal 01.47/2003)

Programme Summary: A serious institutional crisis at national level within the Guatemalan Red Cross (GRC) continued to affect the National Society during the first months of the year. However, on 5 April, the National Society held a volunteer general assembly. During this assembly, three volunteers were chosen to be part of the new National Board that was later elected during the General Assembly on 24 May. The election process for the new Board was overseen by the election commission, which was made up of representatives of the Federation, the International Committee of the Red Cross (ICRC), Participating National Societies (PNSs) and the Director General of the Guatemalan Red Cross, and was carried out according to the procedures laid out in the GRC Statutes and regulations.

Two weeks after the elections, the National Board and the Federation made two important decisions. The first decision was to create a six-month "Emergency and Institutional Rescue Plan of Action" ("Plan de Acción de emergencia y rescate institucional") (PAERI) in order to reorganize the National Society's basic internal structures, administration and finances. The second decision was to approve a Red Cross partnership meeting in order to analyze the National Society's objectives, the commitments of the PAERI and their implications.

During the partnership meeting in July, which was attended by members of the Guatemalan Red Cross National Board, the Federation, the Regional Delegation, the ICRC, and the American, British, Netherlands, Spanish, Swedish and Swiss Red Cross Societies, all participants signed a cooperation framework agreement, or a short-term Cooperation Agreement Strategy (CAS), for the PAERI.

The National Board and the general management of the GRC began to take the first steps towards meeting the administrative and financial objectives of the PAERI during the period covered by this update. These steps were taken with the full backing of the GRC's management team.

While the institutional change process is ongoing, the National Society and the Federation office in Guatemala are continuing to provide Red Cross services during times of need. Coordination and communication between the National Board, the general management, the management team, the volunteer department, PNSs, the Federation and the ICRC allowed for an effective and efficient response to the flooding in the capital city, political unrest surrounding the elections, the pre-election riots of "Black Thursday," and a fuel refinery fire in Escuintla, all of which took place in July.

Operational developments

The situation in the country has been highly volatile given the political violence in the pre-election period and the limited capacity of the government to guarantee security and fundamental human rights.

There were some disturbances in various voting stations during the election process and three people died in the department of Quiché. However, the response of the Guatemalan Red Cross during the difficult period leading up to and during the elections was effective. Coordination between volunteers, the National Society, the ICRC and the Federation allowed the GRC to provide humanitarian assistance to persons affected by these events. As a preventative measure against problems surrounding the electoral process and as part of the PAERI, the GRC, the ICRC and the Federation agreed on a special contingency plan that contained the following components:

- Communicating and promoting key information about the Red Cross.
- Creating a national security plan for Red Cross directors, volunteers and managers.
- Improving the infrastructure of the radio communication network.
- Examining the logistics of fuel purchase.
- Ensuring that Red Cross workers and equipment have identifying vests, flags and magnets that display the Red Cross emblem.

The GRC was also able to respond effectively to flooding in the capital city and an oil refinery fire in Escuintla. The actions of the GRC on these occasions were well recognized by various groups and organizations, and by the media.

Health and care

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.

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

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

1. Community Health: Morbid-mortality rates due to preventable diseases are reduced.
2. Water and Sanitation: Use of safe water and hygiene practices is increased and the GRC's water and sanitation capacity in disasters is strengthened.
3. HIV/AIDS: The vulnerability of the Guatemalan population to HIV/AIDS is reduced.

Progress/Achievements

The GRC Board decided to suspend its efforts to find the necessary funding to renew the national health officer's contract. The GRC has been recognized that it is necessary to limit the development of community health projects in order solve the organizational and technical problems of the National Society.

Community Health

To support the development of the integrated management of childhood illnesses (IMCI) programme, the National Society drew up a macro agreement and four memoranda of technical and financial cooperation between the Guatemalan Red Cross and the Federation that cover the branches of Tecún Umán, Coatepeque, El Palmar, Retalhuleu, Tejutla and San Marcos.

The branches received tools to assist in planning and creation of administrative and financial procedures for the IMCI programme. As a result, these branches have created project operational plans that have been approved by the National Society.

Water and Sanitation

The project to construct 64 latrines in Patalup, Quiché, has begun. The project will improve hygiene and basic sanitation for 64 families in the area. These families are actively participating in the project, which is supported by the business, CONSER, the Guatemalan Red Cross and the Federation. In addition, in order to strengthen the Patalup community's capacity to identify environmental health problems, water and sanitation and community health promoters educated the community in the Red Cross's health modules.

HIV/AIDS

The funds provided by the American Red Cross for HIV/AIDS are being used in capacity building activities for facilitators in the branches of Tecún Umán, Coatepeque, Retalhuleu and Mazatenango. These facilitators will share information regarding HIV/AIDS prevention with students in various education centres. HIV/AIDS education materials have been designed and distributed to local coordinators in these communities.

The national programme coordinator collaborated with a technical team made up of health personnel from the GRC, PNS representatives and the Federation, to revise the 2003 HIV/AIDS proposal. The proposal was adapted in accordance with the National Society's capacity to respond to the existing needs in the areas where the project is being implemented. A memorandum of technical and financial cooperation was created and signed by the GRC, the American and Spanish Red Cross Societies and the Federation for the implementation of the HIV/AIDS project in the branches of Tecún Umán, Coatepeque, Retalhuleu and Mazatenango.

In order to create standard HIV/AIDS resources to be used throughout the country, HIV/AIDS materials were created by the National AIDS Programme, the Ministry of Public Health and Guatemalan Social Assistance. The materials were approved by the Ministry of Education for their production and use.

Impact

- There has been an increase in GRC volunteers in IMCI and HIV/AIDS programmes due to the refocusing of priorities of branch programmes. These volunteers are now sharing their knowledge and skills with local communities.
- The GRC has identified 57 education centres in 4 branches that are being given priority in the HIV/AIDS programme and will participate in Red Cross activities addressing prevention, anti-stigma and discrimination.

Constraints

- There has been a lack of commitment from some staff members of the GRC. However, the Federation's health officer has continued to support the development of health projects, and it is hoped that with this coordination the GRC will be able to improve in this area.
- The GRC has had some difficulty in processing administrative and financial paperwork, which has made hampered the finalization of certain activities. The Federation has requested the board to ensure that one of the priorities of the PAERI is the restructuring the accounting department of the GRC.

Coordination

A draft of a proposal for regional cooperation between HOPE, the Association of Family Planning Programmes (APROFAM) and the Guatemalan Red Cross has been drawn up. The coordination would allow infant and maternal health projects to be implemented in accordance with priorities of the Ministry of Public Health. These projects would be monitored by HOPE.

There is constant coordination and exchange of information between the GRC and UNAIDS, the Inter-institutional Coordination Committee and groups such as the Pan American Social Marketing Organization (PASMO) on projects addressing HIV/AIDS prevention and the fight against HIV/AIDS stigma.

The GRC has also been coordinating with the Guatemalan Ministry of Health and Ministry of Education to create educational materials addressing HIV/AIDS.

Disaster Management

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

Objective: The preparedness and response capacity of the GRC is strengthened.

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

1. Planning: The GRC has finalized disaster management and response plans at national and regional levels.
2. Response Centres: Four regional response centres are established.

3. CBDP: An integrated community based disaster preparedness (CBDP) programme is being implemented nationally using shared tools.

Progress/Achievements

In May, the Federation delegation in Guatemala recruited a new disaster management officer. The new officer is well-known in community disaster education and has experience working with the GRC, the American Red Cross and other international organizations.

The board created a national relief commission that is made up of members that are experienced in disaster planning and response. The commission declared its support of the objectives of the PAERI and is currently examining the job description of a National Society relief director that was developed by the Federation's disaster management delegate. One of the commission's members has been engaged for several weeks in providing advice regarding this position in order to improve the definition of the position's roles and responsibilities.

Planning

The GRC has created a strategy that involved visiting branches that have historically been affected by storms and hurricanes in order to gather the information needed to create a hurricane season contingency plan. Unfortunately, the GRC was unable to implement this strategy.

Several different disaster management models and proposals have been compiled by the PNSs in the region, the Federation and other organizations. The process of drawing up and producing these models has been stalled due to staffing problems in the GRC's relief office. However, the creation of the National Society's relief commission and the GRC's request that the Federation's disaster management office collaborate more directly with the commission indicate that progress will be made in the future.

A proposal for the operating guidelines for Technicians in Crises (TICs) during disaster situations has been created and presented to the relief director of the National Society for approval.

The president and vice-president of the National Society, the cooperation delegate of the ICRC and the Federation representative in Guatemala defined the main components of the contingency plan for disaster management during the electoral process. It is hoped that as a result of the meetings between these parties, and of the increased capacity of the National Society at all levels, a national contingency plan can be created in October for the National Society headquarters and the branches.

Response Centres

During the reporting period, the National Society focused on the Emergency and Institutional Rescue Plan of Action. With regard to response centres, the National Society is considering shifting the focus to the regional branches in the next trimester, at which time this project would be expanded.

CBDP

In early April, the first module of the CBDP programme for the National Society was reviewed, with the support of Federation's delegation in Guatemala. The training coordinator and relief director of the National Society, as well as members of the American and Spanish Red Cross Societies, participated in this process.

The third draft of the "Community Education in Disasters" guide was reviewed by the National Society's relief director and capacity building coordinator, and two branch volunteers. In order to validate the revised version, the National Society held a facilitators' workshop with disaster management volunteers from Coatepeque, Retalhuleu and Tecún Umán. Comments on the draft of the guide were collected through an opinion survey. The guide was also validated during a community workshop in Las Margaritas, in the Tecún Umán community. The conclusions and recommendations that came out of these workshops were presented in a regional workshop in Panama in July, and a report will be published by the Regional Delegation in August.

Finally, the Federation's disaster management officer in Guatemala has provided technical assistance to the Ministry of Education regarding the inclusion of risk management and disaster preparedness information in the educational curriculum for kindergarten and primary school students.

Impact

- The National Society was able to provide relief to those affected by the flooding in the capital city, the refinery fire in Escuintla and the disturbances surrounding the presidential elections. These operations were conducted under the leadership of the National Society vice-president, and with the support of the board, the management of the National Society and the Federation office in Guatemala. These operations were successful in a large part because of the active participation of volunteers.
- The ability of the National Society to respond to disaster and to create disaster preparedness programmes is being strengthened by the addition of a disaster management officer in the Federation's Guatemala office.

Constraints

- Due to the delay in recruiting the Federation office's disaster management officer and the training needed for this position, it has been difficult to achieve all of the disaster management objectives set out in the 2003 appeal. The work involved in organizing the General Assembly, holding elections for the national board and creating the Emergency and Institutional Rescue Plan of Action have also hampered the national disaster management programmes.
- Due to staffing problems in the National Society, the creation of the GRC's contingency plans was delayed for two months. Other disaster management activities related to the PAERI were also delayed for this reason.
- The National Society has not come to an agreement regarding the hiring of two assistants for the national relief director that would support the CBDP programmes. The difficulty is due in part to the National Society's policy of streamlining the organization and in part to an uncertainty regarding the availability of funds for disaster management programmes.

Coordination

During this period, the National Society has been working to comply with the Movement's policies regarding relief and disaster management, as well as the code of conduct and self-assessment guide for a well functioning National Society. The national relief commission has been working to comply with PADRU's guide for creating contingency plans. These processes have allowed the National Society to standardize its terminology and methodology, which will facilitate the current process of drawing up both plans of action and contingency plans.

The GRC participated in the presentation of the National Plan for Guatemala along with the Ministry of Public Health and Social Assistance. This addresses contingency, emergency and disaster plans of action, rules for risk management and a reference manual for the application of the rules of risk management.

The GRC also participated in the Early Warning Consultation meeting for countries in the western hemisphere that took place in Antigua Guatemala in June.

Finally, the GRC participated in the Central American seminar on disaster reduction and the environment in Honduras in June, which was sponsored by PRRAC, a European Union programme, providing funding to countries affected by Hurricane Mitch. The results of this seminar will help improve risk management in the region. A follow up workshop is being considered for 2004.

Humanitarian Values

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

Objective: The Fundamental Principles and humanitarian values of the Red Cross are known and respected within and outside the GRC:

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

1. A national dissemination programme is being implemented by the GRC.

Progress/Achievements

A communications director in the National Society, financed by the ICRC, was hired during the reporting period. The new director received training during the regional communicators' meeting in San José, Costa Rica. Under the

leadership of the director, the National Society created new HIV/AIDS information materials that were later distributed as a means of combating the stigma and discrimination faced by those living with the disease.

The National Society's communicators' network was active during this period, coordinating with the National Society and distributing information throughout the country. Information regarding security regulations was circulated at national level during the election period in the event of any disturbances or violence.

On 17 and 18 July a workshop was held in Guatemala addressing HIV/AIDS programme methodologies and activities. The workshop, entitled "Stigma and Discrimination: From Theory to Action" was attended by representatives of national and international organizations in addition to members of the National Society and the Federation. The event was organized and sponsored by UNICEF, the Guatemalan National AIDS Programme, the Guatemalan Red Cross, ACSLCS (a coordination of various groups working in the fight against HIV/AIDS), the United Nations Population Fund and UNAIDS. The aim of the workshop was to find common goals and understandings regarding stigma and discrimination, share information and create cooperation strategies. The workshop also sought to coordinate activities among these participants through the creation of an operational plan.

Impact

- The communicators' network was restructured and revived.
- Informational material regarding HIV/AIDS stigma and discrimination was created and distributed.
- Coordination between the National Society, the Federation and other organizations working in the field of HIV/AIDS has been strengthened.

Constraints

This campaign has proceeded without problems, meeting beneficiaries' needs and demands.

Coordination

The National Society and the Federation worked with UNICEF, the Guatemalan National AIDS Programme, ACSLCS, the United Nations Population Fund and UNAIDS in the coordination of the anti-stigma and discrimination workshop. As a follow up to this workshop, the Federation and the national HIV/AIDS programme coordinator are continuing to work with different national and international organizations on the campaign against HIV/AIDS discrimination.

Organizational Development

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

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

This programme is based on four projects that will have the following overall results:

1. Fundamental Pillars: The fundamental pillars for National Society development are in place, known and being applied
2. Volunteering: The GRC has improved management and retention of volunteers.
3. Resource Mobilization: The GRC has developed its capacity to obtain resources.
4. Capacity Building: The organizational development capacity of four branches of the GRC is strengthened.

Progress/Achievements

Fundamental Pillars

The Statutes of the Guatemalan Red Cross and the rules and regulations governing National Society elections were introduced to the 25 branches in the country with the support of an educational module that was created by the consulting firm Humana XXI. Members of the National Society visited every GRC branches for this reason, as well as to assess the organizational structure of each branch. The report on the findings from these visits was provided to the new National Board.

The new Board was elected during the reporting period, and now includes three non-Red Cross members and three Red Cross volunteers. The electoral commission and election observers ensured that the election process was

carried out in accordance with the requirements and guarantees established in the National Society Statutes and rules and regulations.

The new Board is evaluating the financial and administrative aspects of the National Society and is reviewing the PAERI that will be in place until December 2003 and involves changes in the organizational structure of the National Society. The changes taking place in the National Society have generated the need for new agreements to be drawn up and approved, such as rules for the new National Board, internal working rules for the National Society and rules for branches. Furthermore, commissions for disasters, finances, volunteering and events were created out of the PAERI to facilitate the work of the council.

In addition, the National Society is now meeting all of the objectives set out in the partnership meeting that was held in July. During that meeting, the National Society signed a cooperation framework agreement with the other participants. Partners are familiar with the PAERI and have expressed a willingness to provide technical and financial support for the plan, as well as to participate in an evaluation meeting in December.

Volunteering

The volunteers' general assembly was held on 5 April, during which three women were elected to the National Society's board of directors. The regional youth and volunteer coordinators helped to brief the new team. In addition, a member of the National Society's board of directors is continuing her role as vice-president of the Guatemalan national volunteering working group.

In order to increase volunteer participation, the GRC organized a volunteering fair for 14 and 15 August, with support from the Federation. First aid volunteers from various branches across the country also participated in the regional first aid workers meeting in Honduras.

The board approved a survey to identify the human resources available to the National Society. The Honduran Red Cross donated software containing the HRC's human resource database that can be analyzed by the technical team of the GRC to facilitate this process. The branches have taken on the responsibility of complying with the objectives of the survey and are collaborating with the headquarters to complete this activity.

Resource Mobilization

Fulfilling one of the goals of the PAERI, the finance commission arranged an increase in support from the Ministry of Health. The Ministry of Health has also agreed to study the PAERI. The National Society's goal is to increase support from the Ministry of Health by a hundred percent and to review the clauses of the existing agreement between the two bodies.

The National Society's project to sell calendars in an effort to raise funds has not been successful and at this time the project is not being considered by the National Society as a possible fundraising source.

Capacity Building

The administrative staff in the branches has been reduced as many of the administrators' contracts have come to an end. This opens up some funds as the branches had previously covered a percentage of their salaries. It is expected that the National Board will create new strategies to ensure that coordination between the National Society and the branches does not suffer.

During the reporting period, the National Society has been monitoring the capacity building activities of four branches of the GRC. The capacity building project has had the following results:

Escuintla

The Escuintla branch has carried out fundraising activities that have given the branch a certain amount of sustainability. The youth group, which is the only volunteer group in this branch, has been strengthened and the group is continuing its activities to fight dengue fever in the La Paz community.

Jalapa

The board of directors has increased awareness of the need to promote work with vulnerable members of the population and has begun work on community health projects in at risk communities in the region. The branch is

currently working the NGO Cactus, an organization that works in the field of childhood nutrition. The branch is now self-sustaining as a result of ongoing fundraising activities that are being carried out by the board of directors.

Retalhuleu

The board of directors in Retalhuleu has requested an audit of the branch, and the legal papers to begin this project are being processed. The results of the audit will be given to the Federation's delegation in Guatemala along with suggestions for improving the financial and administrative systems.

Volunteering in the branch is continuing to grow, particularly among youth volunteers working on HIV/AIDS projects in educational centres in the area.

Quiché

The administrator of the Quiché branch and a group of youth volunteers decided to hold information workshops in educational centres in the area in order to improve the image of the Red Cross. The board of directors is currently seeking a way of generating funds for the branch to support this and other projects.

The American Red Cross has begun the process of evaluating organizational development in the area. The ARC's findings will be shared with the Federation and PNSs operating in the region to provide alternatives to branch strengthening projects. This process will be completed in September. In addition, the Quiché branch is monitoring the community of Xatinap in order to develop support services in accordance with *Strategy 2010*.

Impact

- Increased awareness of National Society Statutes and rules and regulations ensured a fair and proper election process.
- The decisions of the boards of directors and the administration of the GRC are being carried out based on the guidelines of the PAERI and the cooperation framework agreement.
- Branches are taking on more responsibility, as was the case in carrying out the objectives of the survey.
- There is increased coordination among branches and with the National Society headquarters.
- The number of volunteers has increased, as has their skill and knowledge level.

Constraints

- The Federation's capacity building coordinator presented capacity building modules as part of her end of mission report. These modules were not created with GRC staff members, nor were they validated by the GRC. This, together with the fact that the National Society lacks a coherent CBDP project and national development plan, makes it unlikely that these modules can be implemented or will be useful to the National Society.
- In developing a policy of streamlining the National Society, the general director took on a major part of administrative responsibilities, particularly as the administrator's contract has ended. This will be likely to limit the general director's ability to attend to all of the objectives of the PAERI, despite the fact that he has delegated some of the responsibilities to co-workers.
- The timeframe of the PAERI, as well as the organization of meetings for partners, has limited the National Society's ability to work on projects related to the change processes, coordination and communication. In addition, these factors have limited the National Society's ability to define strategies for the Board, the general management and the management team.
- Different points of view regarding working methods and strategies are creating tensions within the National Society and with National Society counterparts.

Coordination

The Federation office in Guatemala, the Guatemalan Red Cross and PNSs working in the country coordinated their resources and efforts in organizational development programmes. On 9 and 11 July there was a meeting for the regional delegates working in the area in order to ensure that everyone had a complete understanding of the PAERI, and the objectives and budgets of each programme.

The Guatemalan Red Cross has coordinated activities between the national directors of planning and projects, planning and public relations and communication in order to strengthen the capacity of the GRC and to ensure that all actors are working within the objectives of the PAERI. The National Society is also recognizing volunteers as

an invaluable resources and an essential part of the process of strengthening the capacity of the National Society. For this reason, three volunteers were selected to be part of the National Board.

The National Society and the Federation coordinated with the consulting firm Humana XXI on the creation of educational modules that can be used to inform branches and Red Cross members of the Federation's rules and regulations. In this way, the Red Cross is using the business sector as a resource.

The National Society has also been working closely with the Ministry of Health as a means of collecting more funds for the National Society's programmes, thereby working towards making the National Society financially self-sustainable.

Federation Coordination

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

Objective: Improved coordination maximizing the use of resources in line with GRC strategic interest.

This programme is based on one project that will have the following overall results:

1. The Cooperation Agreement Strategy (CAS) is defined and agreed.

Progress/Achievements

The meeting of the advisory group that was set up to monitor the peace accords was held on 12 May attended by the President of Guatemala, the President of the National Congress, government Ministers and international Ambassadors. Also present at the meeting were representatives of related governmental agencies, donor countries, international organizations, political parties and other sectors of civil society. During the meeting, the Federation presented the main programmes that it is implementing in cooperation with the GRC. At this time, the Federation also made public the agreement to have a Federation office located in Guatemala. The conclusions and agreements that came out of the meeting were of great importance, allowing for a better vision of the current state of the country and of the future of Guatemala with regard to the social, political, economic and cultural situation.

The partnership meeting was held on 11 and 12 July with representatives of the American, British, Netherlands, Norwegian, Spanish, Swedish and Swiss Red Cross Societies, the international cooperation delegate of the ICRC, the head of the Regional Delegation and the Federation representative in Guatemala. These participants, along with the National Board of the GRC, discussed policies and programmes in relation to the PAERI. During the meeting they discussed both current projects and possible projects for the future.

The meeting ended with the creation and signature of the cooperation framework agreement, which contains the basic elements and format of a short-term CAS. In addition, this meeting emphasized the cooperation of PNSs operating in the country, and the participation of the ICRC in the electoral committee meetings and in the Movement coordination meetings.

While in Guatemala, the head of the Regional Delegation, the regional programme coordinator and the regional health delegate supported the revision of the Guatemala delegation's financial planning. Meetings were also held with the cooperation delegate of the ICRC to address coordination activities and a contingency plan for the forthcoming Presidential elections.

In addition, contacts were maintained with the national emergency body, the National Coordination for Disaster Reduction (CONRED), UNAIDS, the UN volunteer group, the Pan American Health Organization (PAHO) and the Guatemalan Ministries of education and health.

In order to provide adequate counsel to Federation and National Society counterparts, and in order to have better activity planning, the delegation team revised the log frames for the 2003 appeal. The new log frames were created in relation to the budget for the annual appeal and operational plans for the period of July to December were created.

As a means of gaining better control of the administrative and financial aspects of the National Society, a strategy was established to draw up, update and recover contracts, records and other documents that relate to activities and agreements between the Federation delegation and the Guatemalan Red Cross.

The achievements made in the combined areas of Federation Coordination and Organizational Development by the Guatemalan Red Cross with the support of the Federation office, have been defined by the Americas Department of the Secretariat as good practices which may help to inspire other National Societies facing similar challenges in the region.

For further information please contact:

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All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

APPEAL No. 01.48/2003

PLEDGES RECEIVED

10/12/2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

				VALUE CHF	DATE	COMMENT
REQUESTED IN APPEAL CHF ----->				895,106		TOTAL COVERAGE 144.4%
CASH CARRIED FORWARD				685,614		
AMERICAN - RC		150,000	USD	203,925	08.05.03	HIV/AIDS, ORGANISATIONAL DEV.
BRITISH - RC				91,000	01.09.03	DISASTER MANAGEMENT, CBDP
ITALIAN - RC		12,000	EUR	18,642	07.11.03	HONDURAS INSTITUTIONAL DEV.
NORWEGIAN - GOVT/RC		1,400,000	NOK	263,900	09.10.03	ORGANISATIONAL DEV., HEALTH, HUMANITARIAN VALUES
SUB/TOTAL RECEIVED IN CASH				1,263,081	CHF	141.1%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
ITALY	DELEGATE(S)			29,897		
SUB/TOTAL RECEIVED IN KIND/SERVICES				29,897	CHF	3.3%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	