

ANNUAL REPORT



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

3 2004

In Brief

Appeal No. 01.48/2003; Appeal target: CHF 895,106; Appeal coverage: 119.4%.

(click here to go directly to the attached Financial Report).

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). 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 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's website at <http://www.ifrc.org>

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Overall analysis of the programme

Guatemala was not affected by serious disasters in 2004. However, during the winter season there were some major landslides and floods in the north of the country and in the capital city, which were responded to by the National Coordination Committee for the Reduction of Disasters (CONRED), with the support of firefighters and the Guatemalan Red Cross (GRC). In addition, the lead up to the Presidential elections and disputes surrounding the party candidate of the Guatemalan Republican Front produced serious internal disturbances, including the events of Black Thursday, and increased insecurity in the country. The country regained political stability after elections were carried out without violence, but social and economic stability remains uncertain.

The meeting of the consulting group following up on the Peace Accords was held in May and concluded that, despite some measures taken by the government, the expected results in improving human rights, strengthening democracy and overcoming poverty had not been achieved.

In the Federation office in Guatemala, there was a change of the Federation Representative in May. National Society programmes were implemented thanks to the cooperation of the American, British, Netherlands, Norwegian, Spanish and Swedish Red Cross Societies and the permanent collaboration of the International Committee of the Red Cross (ICRC), which re-established its cooperation delegate in the office in Guatemala.

The first five months of the year was characterized by a serious institutional crisis in the National Society, including differing stances within the National Board and continuous changes in management staff. This situation hindered the achievement of appeal objectives and affected institutional relations with the GRC. Nevertheless, it was possible to reach important goals such as the formal adoption of Statutes, the drawing up of election and

volunteering regulations, the volunteers' assembly to elect representatives to the National Board and the dissemination of Statutes and regulations at the national level.

A General Assembly was held on 24 May, at which time the new National Board was elected. The election process was overseen by the election commission, which was made up of representatives of the Federation, the ICRC, Partner National Societies (PNS) and the Director General of the GRC, and was carried out according to the procedures laid out in the GRC Statutes and regulations. In addition, significant advances were made in structuring and beginning projects such as those focusing on the integrated management of childhood illness (IMCI) and HIV/AIDS in four pilot branches.

During the second semester, the newly elected Board and the Federation decided to create a six-month "Emergency and Institutional Rescue Plan of Action" ("Plan de Acción de emergencia y rescate institucional") (PAERI) to reorganize the National Society's basic internal structures, administration and finances. To this end, the Board worked to create Statutes and regulations, which was the principal goal for the financial and administrative recovery of the GRC. A decision was also made to hold a Red Cross partnership meeting in July to analyze the National Society's objectives, the commitments of the PAERI and their implications.

In Organizational Development, the National Board began meeting regularly and a functioning general management was created. In addition, relations between the National Society and the Federation were improved and coordination continued between PNS, the ICRC, the Federation and the National Society. The GRC received a vote of confidence as well as commitments for financial and technical support from Movement members at the partnership meeting held in July. In total, 80 percent of the PAERI objectives were met, primarily in applying organizational, administrative and financial measures and in applying new regulations. Finally, the Guatemala City branch of the GRC was made operational, and there was more active participation of branches.

The health programme made significant advances in the IMCI and HIV/AIDS projects through important strategic international and national alliances. The IMCI project assisted approximately 7,000 families and trained 228 community facilitators (82 from the Ministry of Health and the Red Cross and 146 mothers). The HIV/AIDS project benefited 11,254 youths and 250 teachers in 73 educational centres, and trained 394 facilitators (students and teachers) in prevention and the fight against stigma and discrimination.



In spite of the institutional crisis, the GRC was able to achieve many of its goals for the year.

In the area of disaster preparedness, national contingency plans for the elections and the cold wave were successfully drawn up and applied. Also, a strategic alliance was established with the organization SOTXIL to adapt and apply educational materials addressing community education in disasters for the school-aged population in the indigenous language of Kaqchiquel.

The Humanitarian Principles and Values programme concentrated on strengthening nationwide activities in the fight against HIV/AIDS related stigma and discrimination through the media and through the support of strategic national and international alliances. The Red Cross is now a leader in this field in Guatemala. In addition, Red Cross informational materials were translated into two indigenous languages: Quiché and Kekchí.

The National Society faced serious challenges during the period of transition between the old and new Boards. Moreover, some of the extremely ambitious goals of the PAERI, the process of drawing up contingency plans and the magnitude of the financial, administrative and organizational crisis, placed a heavy workload on National Society members. This work will continue to be a challenge and a priority in 2004.

The governance and management teams achieved the main goals and challenges of the year, succeeding in the first phase of stabilizing the National Society and attending to the priorities of the National Society headquarters and branches. The importance of inter-institutional management was also emphasized, which helped improve

relations between the Federation, the ICRC and PNS. Leaders of the GRC and representatives of the Movement realize that they have completed just the first phase in the change process and other stages of equal or greater magnitude lie ahead to be overcome in order to improve the development and viability of the National Society.

Objectives, Achievements, and Constraints

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 population.

This programme is based on three projects with the following expected results:

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

Achievements

Community Health

The IMCI strategy, which aims to improve the health of mothers and children through effective and sustainable community and family methods, was promoted in the branches of Coatepeque, Tejutla, San Marcos, El Palmar, Retalhuleu and Tecún Umán. To support the development of IMCI, the GRC and the Federation signed a macro agreement and four memoranda of technical and financial cooperation to cover these branches, having established and defined the responsibilities and functions of each participant. In September, an agreement for technical cooperation was drawn up with the Ministry of Public Health and Social Assistance (MSPAS) to support the implementation of IMCI in particular geographic areas.

To better monitor the impact of the intervention of the Red Cross, the National Society, with the support of the Federation, carried out a baseline study to determine the health of the beneficiary communities, and identify the most frequent illnesses in the community and the current practices used to attend to them. During this exercise, the GRC, in coordination with the MSPAS, attempted to define the health services offered to attend to prenatal and child health. In total, 600 interviews were conducted of mothers in 46 communities of the 6 prioritized branches. To carry out this task and validate the results, 30 representatives of MSPAS, the Pan American Health Organization (PAHO) and the GRC participated with the support of the American Red Cross (ARC) and the Federation. The results helped in identifying the areas that required most emphasis:

Percentage of Interviewees	Results
49% of mothers of children < 12 months	Began breast-feeding in the first hour after birth.
32% of mothers of children < 6 months	Exclusively breast-fed their sons/daughters
28.9% of children < 5 years	Suffered from diarrhoea in the two weeks prior to the study.
76.9% of those previously surveyed	Were fed by their mothers with the same or greater quantity of breast milk.
24.6% of children who suffered from diarrhoea	Took oral hydration solution.
18.7% of mothers interviewed	Were familiar with warning signs for pneumonia.
60.8% of mothers interviewed	Took their children to health centres because of respiratory problems.

Based on these results, it was clear that access to prenatal care was high, including during pregnancy, birth and the postnatal period; however, knowledge of warning signs of problems during pregnancy and childbirth was low. Using this information, IMCI interventions were carried out in 22 communities:

Beneficiaries	Families	Children < 5 years	Communities
39,274	6,545	3,853	22

A total of 82 facilitators, including GRC volunteers and members of MSPAS, were trained in the first three modules of promotion and prevention of the IMCI and AINM-C (Integral Care of Infants and Mothers at the

community level) project. These facilitators were supported in their work by 146 community facilitators. Facilitators included health promoters, guardians, midwives and community leaders.

With the support of the Federation, 650 sets of modules 1, 2 and 3 for the promotion of the IMCI-AINM-C strategy were produced to assist in community-level training sessions to promote healthy practices through educational workshops. In addition, 3,000 copies of the community emergency plan and 600 health care notebooks were created, as well as 30 banners promoting the community work of the GRC. All these materials were distributed to branches and communities participating in IMCI. In this way, support was provided to help communities become better organized and trained to manage collective and individual health risks.



Women play an important role in the promotion of community health, particularly in promoting IMCI.

The experiences gained in promoting IMCI were documented in a systematic format to be shared nationally, regionally and continentally, as well as with donors. It should also be emphasized that women, particularly indigenous Quiché and Mam women, are now playing an important role in the promotion of community health, with an emphasis on the health of children in the beneficiary communities.

HIV/AIDS

As part of the agreement of the GRC to advocate for the rights of sero positive people and reduce the spread of the HIV/AIDS pandemic, a national HIV/AIDS coordinator was hired in March. The national coordinator, together with the rest of the health personnel of the National Society, PNS and the Federation, revised the 2003 HIV/AIDS proposal to adapt it to the capacities of the National Society and to the needs in the areas where the project was being implemented. The programme included past lessons learned in Izabal, where mechanisms for achieving better coordination with the Ministry of Education were identified, and incorporated into the peer education methodology.

A memorandum of technical and financial cooperation was signed between the GRC, the Federation and the American and Spanish Red Cross Societies to implement the HIV/AIDS project in the branches of Tecún Umán, Coatepeque, Retalhuleu and Mazatenango. In addition, four memoranda of technical and financial cooperation were signed between the GRC headquarters, branches and the Federation for the implementation of the operation. A baseline study was carried out to assess the capacities of these branches, and to collect information to initiate prevention, anti-stigma and discrimination activities. With this information, the necessary monitoring and evaluation tools were drawn up for the programme coordinators, local operational groups and volunteers.

Volunteer facilitators from the Red Cross held educational and awareness days in 70 educational centres addressing HIV/AIDS prevention, reaching 11,219 students. A total of 32 volunteer facilitators guided 394 groups of leaders. Also important was the participation of 2,243 parents and 580 teachers to reinforce these ideas within the home and at school. Each group received basic information about the Movement, sexuality, sexually transmitted infections, HIV/AIDS, avoiding drug use and personal self-esteem. In addition, eight coordinators were trained in managing the “Guide for the training of youth monitors for the prevention of sexually transmitted infections and HIV/AIDS.”

In Tecún Umán, Coatepeque, Retalhuleu and Mazatenango, 48 youth, relief and women volunteers, together with managers at branch level received training in the characteristics of a volunteer facilitator of the HIV/AIDS project, basic information on the Red Cross Movement and issues related to self-esteem. Some 16,000 students in 7 educational centres in Mazatenango were informed about the history and principles of the Red Cross as part of the process of introducing the HIV/AIDS project.

The branches that participated in the HIV/AIDS project received materials addressing prevention, anti-stigma and discrimination to support their activities. For this reason, 750 educational sets were produced, which consisted of

a youth monitoring guide, a prevention manual, a manual on sexually-transmitted diseases, a portfolio, memory game about prevention methods and 127,500 brochures of 8 different models in prevention and anti-stigma. The Ministry of Education and MSPAS approved and validated the application of the peer methodology and the reproduction of educational materials addressing HIV/AIDS prevention.

The coordination team of the National Campaign against Stigma and Discrimination, made up of the GRC, the Federation, the Coordinating Association of Sectors Fighting against AIDS (ACSLCS), UNDP, and PASMO, formed a technical group to follow up on the activities carried out through the HIV/AIDS programme. The GRC signed an agreement with ACSLCS to hire a coordinator and an assistant to support the elaboration of a Human Rights protocol for people living with HIV/AIDS (PLWA) and in organization and development activities in the national campaign against stigma and discrimination.



HIV/AIDS educational and awareness days were held in 70 educational centres, reaching 11,219 students.

On 1 December the First National Forum against stigma and discrimination of PLWA was held with the participation of government authorities and representatives, presidential candidates and mayors, who signed letters of agreement to fight HIV/AIDS stigma and discrimination in the country from their public posts. A total of 128 people participated in the forum. A special website was developed addressing AIDS, which was launched during the National Forum, and two special publications were placed in the largest newspaper in the country.

In order to increase the awareness of the public, eight radio spots were produced in Spanish and Kekchí addressing prevention, anti-stigma and discrimination of HIV/AIDS and were broadcast in the delegations of Tecún Umán, Coatepeque, Mazatenango and Izabal. In addition, the video “Breaking the Silence” was presented and will be used in workshops, conferences and fora. Furthermore, psycho-social support and talks addressing self-esteem were given to eight patients with HIV/AIDS in the hospital in Mazatenango.

Water and Sanitation

In April, the project to construct 64 latrines and improve basic sanitation in Patalup was started. The project benefited 64 Quiché families. Volunteers from the Sacapulas branches put into practice their knowledge as promoters of water, sanitation and community health (PASSC) that they received in 2002 while promoting the use and maintenance of latrines. For the implementation of this project, a construction company used a feasibility study to plan the construction of 45 ventilated pit latrines and 19 composting family latrines, and construction was completed in November 2003. In order to strengthen the Patalup community, problems in environmental health, and water and sanitation were identified. Volunteers specializing in water and sanitation and environmental health promoted sanitary behaviour, supported by the GRC. In addition, educational talks were given at the community level to families in the communities of El Progreso, Guastatoya, Sololá, Zacapa, Izabal, Cobán and Quiché addressing hygiene, use and maintenance of wells and latrines, and water treatment.



GRC volunteers helped build latrines for 64 families in Patalup.

The project in Patalup was developed using the Participatory Hygiene and Sanitation Transformation (PHAST) methodology, which assists the community in identifying the causes of water and sanitation-related illnesses such as cholera, diarrhoea and parasitism among others. It also helps improve hygiene practices to prevent these illnesses, provides personnel with the appropriate tools to assist

communities in managing water and sanitation services, and helps these communities analyze, prioritize, plan, implement, monitor and evaluate their projects.

The Federation and the American Red Cross, as part of strengthening of the National Society, presented a draft of a proposal to follow up on the GRC Water and Sanitation Technical Unit, which was approved. Once approved, work continued on signing a memorandum of technical and financial cooperation between the GRC, the Federation and the ARC to guarantee the functionality and sustainability of the Water and Sanitation Unit. The contract was completed in December.

The GRC, with the support of the Federation, developed a legal, technical and social model for water and sanitation projects, which defined the minimum standards for this kind of project. The GRC also improved its capacity to supply drinking water and basic sanitation during times of disasters, training water and sanitation and community health promoters in the use of water and sanitation equipment in emergencies. Later, the GRC presented a proposal to carry out 24 water and sanitation project to potential donors, making clear their capacity for managing and planning water and sanitation projects.

Constraints

- The financial capacity of the branches to produce financial and accounting reports and settle accounts on time is one of the greatest challenges faced by the National Society in executing community health projects.
- The rotation of field coordinators for the project made it difficult to carry out activities according to the timeframe set out.
- In response to the landslides and floods, three medical days were held in the communities of San Marcos, Chimaltenango and Escuintla to assist 740 men, women and children, which disrupted the implementation of activities in accordance with the chronogram that was initially laid out.
- Progress in the HIV/AIDS project was delayed more than expected because of various revisions that the programme underwent. The launch of the project was put on hold until all the regional coordinators were contracted.
- The GRC water and sanitation coordinator left the National Society and there was a lack of financial resources for the Water and Sanitation Technical Unit, which made it difficult to implement and follow up on projects.

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.

Achievements

The disaster management programme in Guatemala focused on four areas: finalizing disaster preparedness and response plans, establishing four regional response centres, promoting a community based disaster preparedness (CBDP) programme and improving coordination and alliances.

The GRC has been recognized by the public, the authorities and in the media for its valuable presence in attending to the humanitarian needs of those affected by flooding and landslides, the political disturbances of “Black Thursday,” a storage tank explosion in Escuintla and the cold wave in December. During these events, the Red Cross projected an excellent image of service and organization at the national level.

Disaster Preparedness and Response Plans

Two contingency plans for the elections were drawn up through a participative process that included all the members of the National Board, the general management and the management team, and the presidents and relief directors from 23 branches. The GRC also collaborated with the Colombian Red Cross, which facilitated the guide formats, and received financial support and guidance from the Federation and the ICRC. The plans were applied in the first and second rounds of elections in November and December, with the Guatemala City branch acting as the operational centre in the city and the national coordinator of operations. A total of 17 branches

reported the results of their operations and, during the second round of elections, 153 people were assisted and 363 volunteers were active in the branches.

The process of drawing up the contingency plan had the added value of promoting participation, coordination and internal communication between members of the Board and other members of the management teams in managing the personnel database, reporting to the media and carrying out training in the principles and security norms. In addition, the plan helped to strengthen the national radio communication network, the public image in the media, the motivation and learning skills of the branches, and boosted relations between the branches and headquarters.



Risk maps were created in a participative manner as part of drawing up community response plans.



The process of drawing up contingency plans promoted participation, coordination and communication.

Three meetings were held between branch presidents and relief directors, during which the following results were achieved:

- Joint evaluation of the 2003 election contingency plan.
- Drawing up of the contingency plan for the second round of elections 2003.
- Revision and approval of the modifications to the format of the branch contingency plan.
- Practice in developing contingency plans in the branches for the cold wave and Easter.
- Exercise in management and monitoring of emergency operations.
- Simulation of an airplane accident in the Cobán branch.

At the end of the year, the GRC participated in the revision and updating of CONRED's contingency plan for the cold wave, and promoting the GRC's actions, in particular the administration of temporary shelters. This plan was later shared with branches. In addition, six branches drew up contingency plans for the cold wave, four drew up plans for Easter and two drew up plans for flooding.

During the process of revising the national disaster plan, the National Society headquarters and branches carried out the following activities to strengthen their capacity to manage disasters:

- Holding of a National Assembly with relief directors from 12 branches.
- Formation of the National Relief Commission.
- Basic training in disaster preparedness and planning for the response to disasters, directed by the branch relief directors.
- National workshop with representation from 19 branches. In total 10 presidents, 3 directors general, 13 relief directors and 16 volunteers were trained in the characteristics of a well-prepared National Society, the code of conduct, introduction to the disaster management system and the Guatemalan national response plan.
- Definition of the profiles and job descriptions for the following positions: National Relief Director, National Volunteering Director, Assistant to the Relief and Volunteering Directors. Comments are awaited prior to the approval of these documents.

- Undertaking of an inventory of the capacities and resources of branches in order to systematically define the response capacity of the GRC at the national level through the branches. A method for collecting this information was developed and 16 branches submitted inventories of their resources and capacities.
- Definition of the operational guidelines of “Technicians Intervening in Crises” (TIC) during situations of disaster were created and presented to the National Society relief director for approval.
- The radio room was relocated from the National Society headquarters to facilities close by the Guatemala City branch.
- Restructuring and strengthening of the national radio communicators’ network to cover the capital city and each branch, with the exception of Puerto Barrios where the Spanish Red Cross is managing a similar project.
- Assignment of the Federation’s disaster preparedness officer to the relief office of the National Society to coordinate directly project implementation.

It is hoped that the process of revising the disaster plan will be completed in March 2004.

An unstructured risk assessment was carried out for the National Society headquarters’ building and a meeting was held with personnel to familiarize everyone with the general security norms and the organization of brigades. A risk map of the building was created in a participative manner and five brigades were organized: evacuation, first aid, rescue, security, and prevention and control of fires.

Regional Response Centres

In order to decentralize immediate response in the event of an emergency, five regional response centres were to be organized in Puerto Barrios, Cobán, Coatepeque, Quetzaltenango and Flores, with an additional centre in the National Society headquarters. However, this objective was not completed in 2003 since priority was given to the drawing up of contingency plans, particularly for the elections, and to strengthening the response capacity of the National Society. In addition, the Board restructured the composition of regional groupings after recognizing the reality of the situation in the branches.

CBDP

The National Society revised the first CBDP module with the support of the Federation, directed by the national relief director and with the assistance of the American and Spanish Red Cross Societies. In addition, the third draft of the guide “Community Education in Disasters” was validated through workshops with the participation of volunteers and communities from the municipalities of Coatepeque, Retalhuleu and Tecúm Umán. After making some adjustments, the final product was presented in the regional workshop in Panama in July.



The “Community Education in Disasters” guide was validated during workshops held with volunteers and communities.

With the support of the Federation, two micro-projects were carried out in a school in Retalhuleu, which benefited 132 families. Also, a community hall was created in a shelter in Guatemala City, benefiting 115 families. In addition, 22 people were trained in the theme of emotional support in disasters and another 7 were trained in the family emergency plan.

A proposal was presented to the Ministry of Education to include themes of risk management and disaster preparedness in the school curriculum. This process is being supported by CONRED, CARE, OFDA/USAID, the Salvadorean Red Cross Society and the Peace Corps.

During the month of December, in coordination with the Federation regional organizational development delegate and with the support of the Federation office in Guatemala, identification and analysis of vulnerability and capacities was carried out in the communities of the “Esfuerzo 94” area. A CBDP project will be carried out in this area in 2004.

Also in December, cooperation work with the organization SOTXIL to adapt the UNDP community education in disasters educational materials to the language, culture and values of the Mayan Kaqchiquel population was completed. In particular, the informational game “Riskland” (Riesgolandia) was adapted. SOTXIL produced the first models for the adaptation of the game, and the validation will be carried out in four Kaqchiquel educational centres during early 2004. With the help of other strategic alliances, it is hoped that this educational tool will be shared with 140 educational centres where youth members of the indigenous community study.

Strategic Alliances

The Federation is supporting the GRC through the relief department to strengthen relations with national and international institutions and organizations such as CONRED, OXFAM, WFP, and Doctors without Borders to coordinate efforts in the area of disaster preparedness and response. The GRC signed a Memorandum of Understanding with CONRED through which, together with other relief organizations in the country, they can join efforts to train Red Cross personnel in the incident command system, which will be used at the national level to coordinate relief personnel from various institutions. At the request of CONRED, 12 volunteers from the GRC immediate response team are part of the inter-institutional group specialized in search and rescue, promoted by CONRED in the framework of the International Search and Rescue Advisory Group (INSARAG). The GRC also participated in the National Emergency Operation Centre (COE) simulation exercise “Floods on the Southern Coast.”

In close coordination with the National Society, the Federation launched the World Disaster Report 2003. The Federation Representative in Guatemala, the Vice President of the GRC, the Executive Director of CONRED and representatives of WFP and UNICEF all spoke at the event. The event was attended by 90 participants representing Embassies, international organizations, governmental entities, NGOs and the media.

The GRC participated in the Early Warning Consultative Meeting for countries in the western hemisphere that was held in Antigua Guatemala in June. The GRC also participated in the Central American seminar for disaster reduction, promoted by the European Union for countries affected by hurricane Mitch, which was held in Honduras as part of the forum “Mitch 5”, along with other national and international organizations.



12 volunteers from the GRC immediate response team are part of an inter-institutional search and rescue group.

The GRC national disaster director worked towards formalizing a strategic alliance with the NGO “Action against Hunger” (Acción contra el Hambre), which will help strengthen the capacities of GRC volunteers in community education in disasters through concrete projects.

The GRC, with the support of the Federation, and through management by the Regional Coordination for the International Strategy for the Reduction of Disasters (EIRD), formalized a cooperation agreement with the Mayan Organization “Soxtil Abya Yala” to adapt and validate educational material in the Mayan language, Kaqchiquel.

Constraints

The general management, having consulted with the disaster commission, decided to cancel the work contract of the national relief director. This created a serious three-month setback in the schedule of disaster activities in relation to the PAERI, despite the efforts of the disaster commission and the Federation disaster officer. This situation, together with the lack of time and the concentration of efforts on contingency plans and strengthening response, prevented the GRC from making significant advances in community disaster education and in formal training activities, such as national intervention team (NITs) courses. To fill this gap, the Federation disaster preparedness officer, who has extensive experience as both a volunteer and director general of the GRC, became the National Society’s relief director. In 2004 it is necessary for the GRC to select a permanent relief disaster director.

Humanitarian Values

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

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

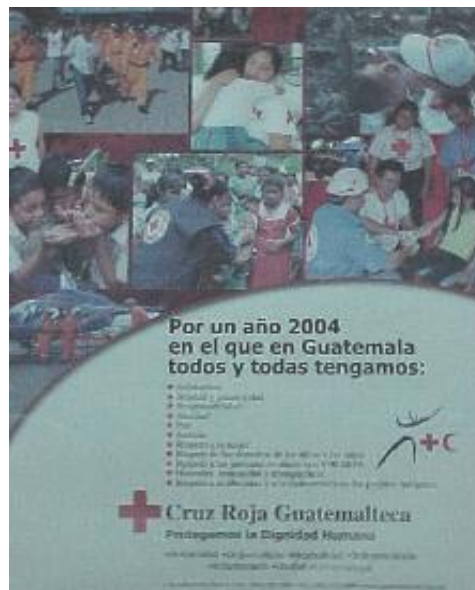
Achievements

To achieve the proposed objective, priority was given to strengthening the integrity, identity and image of the GRC through the internal and external promotion of the Humanitarian Principles and Values and of the organization's humanitarian mission. Activities focused on two areas: external dissemination with regard to the fight against stigma and discrimination, adaptation of educational and didactic materials and promotion through the media, and internal dissemination in relation to capacity building, training and production of materials. The progress made in these two areas was made possible due to technical and financial support coordinated between the GRC, the Federation, the ICRC, and the Norwegian and Spanish Red Cross Societies.

External Dissemination

The plan to reinforce the anti-stigma and discrimination component of the HIV/AIDS project was defined and put into action. This allowed the GRC to promote the necessity of protecting the dignity and fundamental rights of people living with HIV/AIDS to the population, government authorities and other sectors. To carry out this plan, two temporary advisors were hired: an investigator specializing in HIV/AIDS and discrimination, and a technician to design and install the website. This was done through the following activities:

- 1) A webpage for stigma and discrimination (www.guatemala.cruzroja.org/sida) was designed and set up. This webpage is unique in that it is a virtual documentation centre specialized in providing information about Guatemala to the community.
- 2) A methodological guide addressing stigma and discrimination was created that was designed for the youth populations of schools.
- 3) A special magazine addressing the fight against stigma and discrimination was published and delivered to approximately 140,000 people in the country. This helped the GRC to reinforce its strategic alliances.
- 4) The GRC helped organize and participated in the National Forum for the celebration of World AIDS Day, jointly with UNAIDS, the National Coordination for the Fight Against HIV/AIDS, PAHO, Gente Positiva, the Ministry of Health, the Attorney General's office for Human Rights and health teams from the two political parties that won the first round of presidential elections.
- 5) A cultural day was held, during which associations of people living with HIV/AIDS presented their 2003 management report and priorities for 2004.
- 6) Radio spots addressing HIV/AIDS prevention, anti-stigma and discrimination were created in Spanish and Kekchí. These messages were broadcast in the capital city and in branches through the strategic alliance established with the Guatemalan Federation of Radio Schools.
- 7) An investigative journalist was contracted to create a special report addressing the theme of anti-stigma and discrimination in Guatemala.
- 8) A television spot featuring the testimonials of sero positive people was created in alliance with PASMO that will be broadcast on television and in other media, given that it was not possible to use the video created in Honduras.
- 9) A total of 15,000 copies of the awareness material "AIDS is not contracted by" was published and distributed nationally. The material was presented on 8 May in the presence of the most important media in the country.



The humanitarian values programme worked to protect the dignity and fundamental rights of people living with HIV/AIDS.

- 10) The GRC provided an advisor to National Coordination for the Fight against HIV/AIDS for two months to support the organization of the National Forum, revision of materials and drawing up of the proposal for the Protocol of Human Rights for people living with AIDS.
- 11) Presidential candidates signed an agreement for the fight against AIDS.
- 12) A cooperation agreement was signed between ACSLCS and the GRC to support the national campaign against the stigma and discrimination associated with HIV/AIDS.
- 13) A workshop entitled “Stigma and Discrimination: From Theory to Action,” was held in coordination with representatives of UNICEF, the National AIDS Programme, ACSLCS, and UNAIDS. As a result, a common objective has been established among all national and international organizations and institutions to channel their efforts to reduce stigma and discrimination against people living with HIV/AIDS, share information and intervention strategies, and elaborate an operational plan with joint activities.
- 14) An insert promoting the Humanitarian Values and Principles, and the mission and programmes of the GRC was published. A total of 140,000 copies were distributed throughout the country, and another 10,000 were given to the National Society headquarters and branches to be distributed to educational centres, government entities, NGOs, Embassies, international organizations and during Red Cross communications and training activities.
- 15) An advertisement for the GRC was broadcast during the elections on the main national and local television stations. The GRC also provided support for the training seminar for members of the Guatemalan Association of Journalists.
- 16) An agreement was signed between the Rafael Landivar University, the GRC and the Federation to create a public forum addressing Principles and Humanitarian Values, which will include the themes of principles and values in the exercise of public power, in the business sector, in international cooperation and in indigenous communities. This will also include training of Red Cross personnel.
- 17) With the Academy of Mayan Languages, the GRC adapted, translated and published GRC materials in the Mayan languages of Quiché and Kekchí. The materials addressed the Fundamental Principles, the emblem, the mission of the Movement and the structure and programmes of the National Society. Finally, the educational board game, “Riskland” was adapted by the SOTXIL organization for use in the Kaqchiquel communities.

Internal Dissemination

Training addressing the Fundamental Principles and Humanitarian Values, the emblem, security norms, Strategy 2010, and the structure and programmes of the GRC was attended by 80 percent of the members of the GRC National Board, all members of board of directors of the Guatemala branch, 90 percent of branch presidents, all members of the management team, together with all relief directors and members of the National Communicators Network.

Prior to the Presidential elections, the national board drew up, approved and communicated a message to each branch addressing the Fundamental Principles, application of security norms and institutional behaviour, and conflicts of interest with regard to participation in politics. Two cases of non compliance were registered and were resolved by the Board through the President and the Director General. Other situations were resolved by National Society members themselves resigning or requesting leave. The message was complied with and there were no problems of security and the public image of the National Society remained strong.

The National Society headquarters and branches now have promotional materials for principles and values, television and radio advertisements, and brochures in Spanish, Quiché and Kekchí addressing the principles, the emblem, and the mission and programmes of the National Society.

To facilitate dissemination in the National Society headquarters and branches, the National Communicators Network was restructured. The National Society also facilitated meetings and training workshops, and helped finance a part-time communications advisor during the first part of the year and the national media director during the second part of the year. In addition, the communications director was provided with technical equipment for managing the National Society webpage.

In order to strengthen the Communicators Network and knowledge of the Humanitarian Principles and Values among GRC youth volunteers, a workshop was held to share experiences, methodologies and training materials

with the National Societies of El Salvador, Honduras and Mexico. A total of 16 members of the GRC attended, as well as 6 members of the other National Societies.

The Federation office supported the regional seminar on tracing, which was organized by the ICRC, facilitating the evaluation of the programme in the National Societies and promoting the strengthening of these programmes in the GRC through the directors of media and disasters.

Constraints

The changes in the national dissemination secretary postponed and prevented the completion of some expected results. Furthermore, in the last trimester of the year, for financial and administrative reasons, the National Society decided to merge the duties of dissemination with communications, which placed an excessive workload on the national media director. At the end of December, the process of selecting a new dissemination director was completed, and the director will begin work in January 2004.

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.

Achievements

The organizational development (OD) annual plan of action was significantly modified due to the governance and management crisis experienced by the National Society during the first five months of the year. The plan was altered to accommodate the policies and priorities (PAERI) established by the new National Board. For this reason, the following highlights the main achievements and challenges from 2003 in three areas: governance, management and capacity building.

Governance

The National Society Statutes and the rules and regulations governing National Society elections were revised, ratified and disseminated. All 25 branches of the Guatemalan Red Cross were familiarized with the Statutes and electoral regulations, with the support of the consulting firm Humana XXI, which designed a dissemination strategy. The visit to the branches was also an opportunity to analyze the organizational structure of each branch.

An electoral commission was formed including the Director General of the GRC, PNS, the Federation and the ICRC, to ensure the transparency of the election process both before and during the General Assembly. The new Board was elected in May and included three women representing the youth, relief and women volunteer groups who were elected during the volunteer general assembly held previously in April.



The new National Board was elected in May, including three women representing the youth, relief and women volunteer groups.

At the end of June, the new Board completed the process of evaluating the principal financial and administrative problems of the National Society and drew up the Emergency and Institutional Rescue Plan of Action for the GRC to be put in place until December 2003. This plan entailed changes in the organizational structure and generated the need to create new legal bases, such as the regulations of the National Board, internal working regulations, branch regulations and the adaptation of national volunteering regulations. Similarly, in order to facilitate the work of the Board, commissions were formed for disasters, finance, volunteering and events.

The National Board met with Movement members to highlight their priorities, which ended in the signing of a cooperation agreement. This meeting helped to recover donor confidence in the National Society and resulted in

the formalization of an agreement to strengthen the Movement in Guatemala. Movement members were introduced to the PAERI and showed their willingness to provide technical and financial support, and to participate in the evaluation of the plan. In addition, monthly coordination meetings were subsequently held with the participation of the National Society President, the general management and delegates from the ICRC, PNS and the Federation.

The National Board functioned regularly for the remainder of the year and, in coordination with the general management, made key decisions to recover the integrity of the National Society, ensure the payment of debts, improve the organization of the headquarters, and attend to the most urgent problems in the branches. To this end, the National Society President, together with other members of the Board and the general management, visited a large number of branches and participated in four regional meetings of presidents and relief directors. The Board also contracted an internal audit of the National Society with a well-known company. Due to the work of the National Board and the general management, the Ministries of Health and Finance raised their support of the National Society by 100 percent.

The new branch in Guatemala City was consolidated as a means of decentralizing the operational functions of the headquarters. The measures taken in the headquarters and the Guatemala branch allowed the GRC to respond to emergencies, such the disturbances surrounding “Black Thursday” and the explosion in Escuintla, among others. The Red Cross was able to provide relief to many people and promote an excellent image of the GRC at the national level.

Constraints

During the first five months of 2003, the governance and management crisis, including the ending of contracts of



Throughout the year, the Board made key decisions to recover the integrity of the GRC.

members of the management team, hindered progress towards fulfilling important objectives laid out at the end of 2002. The transition process and the priorities of the PAERI focused on resolving the serious organizational, financial and administrative crisis did not leave the necessary margin or time to implement medium and long term development objectives. Also, some commissions of the new National Board did not achieve the objectives for which they were created and were disbanded. This left a large number of responsibilities to be fulfilled by a few members of the Board and the general management. Due to this situation, several policies were not drawn up, including those

addressing finance and income generation, health, disasters and human resources.

Some additional factors also limited the Board’s ability to comply with objectives:

- the scope of administrative and financial problems to be addressed.
- the short time allotted to achieve ambitious goals (6 months).
- members living outside the capital city could not make additional commitments.
- the double responsibility of some key members who were also working to develop the Guatemala City branch.
- the normal learning process for members new to the National Board.
- the design and implementation of the contingency plan for elections.

Management

The general management, with the support of the National Board and through the direct intervention of the National Society President, established a strategy for paying off the principal debts. By the end of the year, agreements had been secured with the Programme for Access to Medicine (PROAM), Social Security and public service businesses. An agreement was also made for the payment of a loan to an individual that the previous National Society management team had been granted by mortgaging two of the National Society’s most valuable properties. According to the report presented by the general management, by December 2004 the GRC will have eliminated their deficit. In addition, the headquarters was able to set up a reserve fund of approximately USD 20,000.

A contract was signed for the modernization of the accounting department, which included the acquisition of equipment and new software. The equipment and software will be implemented through the training of personnel and the application of procedures and regulation recommended by the internal audit. This will be carried out in 2004.

New monitoring procedures were established and applied, which helped to normalize administrative and financial systems of the headquarters. In addition, the emergency organigram for the headquarters was defined and put into place. The management team had to reorient its priorities according to the PAERI and according to the financial situation. The general management carried out monitoring of the PAERI through monthly meetings of the management team. In November, the 2004 Operational Plan was created and the Federation office structured the 2004 appeal according to this plan.

Taking into account difficulties and gaps in the first report on the training plan and modules for volunteering, a new proposal was drawn up to restructure the training curriculum of the GRC, in which all sectors of the National Society participated. In 2003, the following achievements were made in volunteering:

- software was adapted to be used to manage volunteer and paid staff human resources.
- a national survey was done of personnel in each of the branches to identify the number of National Society members, as well as their profiles, capacities and career paths.
- important decisions were made at the national level in governance and management, taking into account information from the human resource database.
- the Volunteering Coordination Committee, which is made up of the national presidents of the volunteer groups and volunteering representatives on the Board, was established and functioned on a regular basis.
- the volunteering regulations were revised and adapted.

The job descriptions and profiles of the personnel in the headquarters were created, and a preliminary proposal on the induction module for first-time paid personnel and volunteers. The payment of “stipends” was eliminated for volunteer work since it was a form of repayment similar to a contract for professional fees.

The general management began the process of reorganizing the services of medical clinics based on the technical, administrative and financial recommendations made by the auditing firm contracted and by the accounting department. This was of major importance, taking into account the social character of these services and the potential funds this could generate for the National Society to support other programmes.

An inventory of real estate was carried out by the National Society, during which it was discovered that only one property was registered. The process of registering all real estate began and will continue through 2004.

The objectives set forward for training of the management team were reached as a course focusing on the history, mission and organization of the Movement, the Fundamental Principles, the emblem, security norms and GRC programmes took place.

Constraints

In developing rigorous reforms, the general management took on numerous administrative responsibilities, which occupied much time and prevented attending to other important aspects of the PAERI. In addition, the complexity of the financial crisis and the negotiations for the payment of debts did not leave time to organize the fundraising activities laid out in the PAERI. Furthermore, the effort and the time spent designing and implementing the national contingency plan for the elections was not taken into account when elaborating the PAERI.

The long process of selecting and contracting an internal auditing company prevented further progress in implementing measures to strengthen administration and finances. In addition, the delay in modernizing the accounting system hampered the GRC’s ability to update and apply procedure, reorganize and train personnel.

The training modules developed by the coordinator of the project focusing on strengthening volunteering (staff on loan from the Federation) were not drawn up or validated with the participation of GRC counterparts. This situation prevented implementation of these modules and caused the postponement of the objective related to the development of volunteer capacity.

Capacity Building

The National Society carried out capacity building activities in four branches of the GRC: Escuintla, Jalapa, Retalhuleu and Quiché. Members of boards of directors in these branches received training in their roles and responsibilities, and the branches created work plans and annual operational plans. The branches also carried out fundraising activities and received training in carrying out participative needs assessments in vulnerable communities. Of particular importance is the fact that communication was re-established between the branches and the National Society headquarters.

In particular, the branches of Jalapa and Retalhuleu improved their public image, carried out services and were able to support an administrator with fundraising. The Retalhuleu branch also actively participated in executing IMCI and HIV/AIDS projects.

Constraints

The branch in Quiché was not able to ensure administrative services, given that fundraising did not cover this, but the branch was, nevertheless, able to continue providing services to the community. The branch in Escuintla also struggled due to internal problems with the board of directors.

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 interests.

This programme is based on one project that will have the following overall results: The Cooperation Agreement Strategy (CAS) is the defined and agreed.

Achievements

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.

A visit was arranged for the desk officers of the British, Netherlands, Norwegian and Swedish Red Cross Societies during the first trimester of 2003. Later, a partnership meeting was held in 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



Good coordination was ensured between Red Cross entities, helping to exchange information and solve common problems.

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.

The Federation office in Guatemala organized Movement meetings once a month, with the participation of representatives of the GRC, the Federation, the American and Spanish Red Cross Societies and the ICRC. These meetings provided a space to exchange information and solve problems common to the Movement, and also ensured good coordination between Red Cross entities. The Federation country office in Guatemala also assisted PNS in processing visas and customs procedures.

The Federation promoted and participated in the exchange of information and in the technical meetings with the American and Spanish Red Cross Societies in order to follow up on the programmes and projects of organizational development, IMCI, HIV/AIDS and water and sanitation.

With the ICRC, the objectives of the harmonization project were applied through coordination in the following activities: the electoral process and the National Society's General Assembly, the national contingency plan for the presidential elections, the regional meeting of National Society presidents in El Salvador, the regional meeting of Directors General in Costa Rica, the regional communicators meeting in Costa Rica, the meeting of the technical team of the Red Cross Societies of Costa Rica, El Salvador, Guatemala, Honduras and Mexico to validate the resource development manual, and the process of revising the statutes in Nicaragua and Panama.

Constraints

The short term CAS was not completed due the fact that the priority of the National Society was overcoming the administrative and financial crisis. This also prevented the revision of the national development plan. Furthermore, the uncertainty surrounding funding to finance the IMCI, HIV/AIDS and water and sanitation projects made it difficult for the Federation and the National Society to guarantee the sustainability of alliances and agreements.

International Representation

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.

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

Achievements

The meeting of the advisory group that was set up to monitor the peace accords was held on 12 May and was 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. 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.

Contacts were maintained with CONRED, UNAIDS, the UN volunteer group, the Pan American Health Organization (PAHO) and the Guatemalan Ministries of Education and Health, to ensure inter-institutional support for GRC programmes working to assist the most vulnerable.

A meeting was held between the First Secretary of the Cooperation for Development Division of the Irish Ministry of External Relations and the Programme Officer of Development Cooperation, Ireland. The Federation representative presented an evaluation of the current situation in Guatemala in terms of development and provided recommendations on the best investments to support disaster preparedness programmes. Also, during the visit of the desk officer from the Swedish Red Cross, the GRC President and the Federation representative presented the Swedish ambassador in Guatemala with the priorities requiring international cooperation.

The agreement between the University Rafael Landivar, the GRC and the Federation was signed to create an open forum on Humanitarian Principles and Values, which will include the themes of principles and values in the exercise of public power, in the business sector and in international cooperation organizations, and within the belief systems of indigenous communities.

Strategic alliances were established with the World Food Programme, PAHO, UNAIDS, ECHO, DIPECHO, UNICEF, INTERVIDA and World Vision. Currently, the office in Guatemala is coordinating health projects with PAHO, UNAIDS, PASMO, ECHO, DIPECHO and INTERVIDA among others.

Formal agreements were established with the Ministry of Public Health and PAHO for the development of community IMCI projects. The agreements with the ACSLCS, UNAIDS and the Guatemalan Red Cross are currently being processed. In September, the government exonerated the Federation from paying taxes.

Press/ Communication

In January the country representation office supported the visit of a Federation photographer to various branches in search of pictures to promote current projects. In addition, the Federation's regional communications officer and the regional web page manager were located in the country delegation until the end of October and received significant support from the country team.

Activities were held to launch the World Disaster Report, World AIDS Day and World First Aid Day, which had significant media coverage and helped promote the work of the GRC.

The HIV/AIDS webpage for Guatemala was created and 140,000 copies were published with an emphasis on the fight against stigma and discrimination in coordination with PASMO, UNAIDS and the National Coordination for the Fight against AIDS.

Constraints

The contract for the webmaster based in Guatemala was discontinued, which made it difficult to continue supporting the HIV/AIDS webpage.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.48/2003 Guatemala
 Period: year 2003
 Project(s): PGT000, 004, 161, 201, 301, 401, 601
 Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	895,106				
less					
Cash brought forward	450,907				
TOTAL ASSISTANCE SOUGHT	444,199				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	13,155				13,155
British Red Cross (DNGB)	48,230				48,230
Donor - Unidentified (D000)	36				36
Norwegian Govt. via Norwegian Red Cro (DGNNO)	257,958				257,958
Norwegian Red Cross (DNNO)	26,460				26,460
Swedish Govt. via Swedish Red Cross (DGNSE)	-23,819	Reallocations			-23,819
GREAT BRITAN				33,200	33,200
TOTAL	322,019			33,200	355,219

II - Balance of funds

OPENING	450,907
CASH INCOME Rcv'd	322,019
CASH EXPENDITURE	-786,027

CASH BALANCE	-13,101

Appeal No & title: 01.48/2003 Guatemala

Period: year 2003

Project(s): PGT000, 004, 161, 201, 301, 401, 601

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter Construction	23,999	52,988			52,988	-28,989
Clothing Tiles	1,999	1,387			1,387	612
Food Seeds						
Water sanitation	18,999					18,999
Medical first Aid	41,499					41,499
Teaching materials		6,140			6,140	-6,140
Utensils Tools	6,999	2			2	6,997
Other relief supplies	5,199					5,199
Sub-Total	98,694	60,166			60,166	38,528
<u>CAPITALEXPENSES</u>						
Land Buildings	39,999	1,038			1,038	38,961
ehicles						
Computers Telecom equip.	8,500	11,934			11,934	-3,434
Medical equipment						
Other capital expenditures	23,499					23,499
Sub-Total	71,998	12,972			12,972	9,026
<u>TRANSPORT STORAGE</u>						
Warehouse distribution	1,999					1,999
Transport vehicles	16,599	15,087			15,087	1,512
Sub-Total	18,598	15,087			15,087	3,511
<u>PERSONNEL TRAINING</u>						
Personnel (delegates)	144,000	89,181		33,200	122,381	21,619
Personnel (regional, national staff)	264,529	246,197			246,197	18,332
Consultants	10,020	32,021			32,021	-22,001
Workshops training	5,070	85,721			85,721	-80,651
Sub-Total	423,619	423,120		33,200	486,320	-62,701
<u>GENERAL ADMINISTRATION</u>						
Travel related expenses	29,299	33,066			33,066	-3,767
Information expenses	66,699	88,911			88,911	-22,212
Admin. general expenses	128,018	106,467			106,467	21,551
Sub-Total	224,016	228,444			228,444	-4,428
<u>PROGRAMSUPPORT</u>						
	58,181	3,109			3,109	5,072
Operational provisions		-3,223			-3,223	37,223
Transfers contributions						
TOTAL BUDGET	895,106	86,022		33,200	819,222	75,879