

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## GUATEMALA (Appeal 01.20/2002)

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

	2002 <i>In CHF</i>	2003 <sup>1</sup> <i>In CHF</i>
1. Disaster Preparedness	181,573	123,708
2. Health and Care	258,427	167,416
3. Humanitarian Values	78,090	76,404
4. Organizational Development	342,360	215,419
5. Coordination & Management	62,640	90,000
<b>Total</b>	<b>923,090</b>	<b>672,947</b>



## Introduction

### National context

Guatemala is one of the poorest countries in the Americas region, ranking 108 on the human development index with only Haiti, positioned at 134, ranking lower. An estimated 40% of the population lives in poverty, especially in rural areas where the indigenous population predominates. The infant mortality rate is 45 per 1,000 and respiratory infections, malnutrition, cholera and malaria are prevalent. Over 30% of the population is illiterate and the poorest 10% of the population share only 1.6% of total income / consumption (source UNDP Human Development Report, 2001).

After 36 years of civil unrest, peace was restored to the country when peace agreements were signed in 1996. Although the conflict is over, a climate of violence persists and social disruption is widespread, threatening the country's fragile stability. Humanitarian organizations such as the Guatemalan Red Cross (GRC) can play an important part in the peace process, by strengthening civil society and addressing fundamental needs through targeted activities.

Guatemala is also prone to natural disasters. It has 30 active volcanoes and frequent earthquakes and heavy rainfall cause serious erosion and environmental degradation, while fires devastate large areas of prime forest. The worst disaster in recent years was hurricane Mitch, which caused severe, country-wide destruction in October 1998. Hundreds of people were killed and the losses in terms of infrastructure have been enormous, with key access roads damaged, bridges washed away and thousands of houses destroyed. In 2001, many of the poorest communities have been affected by both drought and flooding.

### National Society Priorities

<sup>1</sup> These are preliminary figures for 2003. and are subject to revision in the course of 2002.

In the early nineties, the GRC experienced a crisis in which a slow decline of activities and a deterioration of its financial situation, combined with internal conflicts, weakened the Society. In mid 1996 an organizational process began within the GRC with advice and support from the Federation. A national planning commission was established and a complete review of the National Society took place through regional workshops. Since this time, the change process has been progressing with tangible results including the creation of a new management team and elections at national level. Elections should now be extended to cover branches following a revision of the Statutes of the GRC.

The National Society has until recently been involved predominantly in traditional Red Cross activities, such as first aid, ambulance services and social welfare. The GRC has conducted a revision of activities in all 23 branches with the objective of updating the national development plan. This should promote activities more in line with Strategy 2010. The GRC also hopes to strengthen its volunteer base through activities in relief and health and to strengthen its branches so that they can operate in a more sustainable manner.

### **Priority Programmes for Federation assistance**

The Federation will follow up on the success of the change process at the headquarters / governing board level and will extend this focus towards establishing integrated activities at branch and community level. In line with Strategy 2010 the programmes described below are interlinked and mutually supporting with activities crossing programme boundaries. For example, promotion of humanitarian values will be included in all areas; elements of health are integrated into disaster preparedness (eg water and sanitation in disasters, preventive health) and vice-versa (eg. psycho-social support). Similarly, in organizational development the support proposed covers a range of key capacities and is a crucial part of strengthening the National Society across the sectors of Strategy 2010 and at both branch and headquarters levels. In this way, GRC volunteers with varying profiles can add value to the organisation and develop skills in a range of areas, not only the traditional areas with which they have been associated in the past. From integrated programming emerges the integrated volunteer and a stronger, more effective Red Cross.

- **Disaster Preparedness:** The disaster preparedness (DP) programme targets two areas 1) community-based disaster preparedness activities including training in disaster preparedness and first aid 2) strengthening the emergency and disaster response capacity of the GRC through activities such as the creation of national intervention teams (NITs).
- **Health and Care:** The delegation will continue its support to the GRC's human development programme, which has been active in vulnerable communities since 1997. The focus of the programme will include promotion of community health using the IMCI (Integrated Management of Childhood Illnesses) strategy, water and sanitation, disaster prevention and relief at the community level.
- **Humanitarian values:** Advocacy relating, for example, to Red Cross principles and the promotion of humanitarian values will be incorporated into every programme supported by the Federation. In addition, we will support the launch of multi-lingual training (indigenous languages) in humanitarian values and first aid for volunteers.
- **Organizational development:** Ongoing support to the Guatemalan Red Cross' institutional development process is an integral part of the Federation's work. The priority in the next year continues to be assisting the GRC to strengthen its governance and management, improve its financial systems and fund-raising abilities, develop its branches and develop its human resources.
- **Coordination and management:** The Guatemala country delegation will manage Federation-supported programmes and provide technical support to the GRC by providing an effective and efficient management framework through coordination and the optimization of human, financial and material resources.

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# 1. Disaster preparedness

## Background and progress to date

A lack of a prevention “culture”, due, among others factors, to the lack of educational resources and difficult access to formal schooling for some children, aggravates the already high-risk status of this country.

The devastation brought about by hurricane Mitch clearly demonstrated the need for improved response systems and better trained volunteers. The Guatemalan Red Cross (GRC) has undertaken various projects with the aim of reducing the risks in vulnerable communities. With financing from DIPECHO, a community-based disaster preparedness programme was implemented by six branches in the south western region of the country during 1999 and early 2000. With the ongoing regional support of the Canadian Red Cross and the Canadian International Development Agency (CIDA), the programme has now been implemented in two further locations (Guatemala City and Retalhuleu) with 15 workshops completed and three disaster mitigation projects underway. In all 129 communities, leaders have been trained as well as 30 facilitators. Complementary activities are supported by the Spanish Red Cross in Izabal and the Netherlands Red Cross is working with 17 communities in Sayaxché and Petén. The American Red Cross is also supporting training and capacity building in emergency response and is providing financial support for the newly created emergency operations centre.

In relation to the strengthening of the response capacity, several critical activities are taking place. Among these are efforts by the newly established relief department in the National Society to draft new contingency and emergency plans. Recent membership of the National Emergency Committee (CONRED), the UN Disaster Management Team (UN-DMT) and collaboration with other UN and NGO entities has helped to develop the GRC further. The GRC has also undertaken training in such areas as damage and needs assessment and disaster management through national intervention team (NIT) workshops which also receive technical support from the regional delegation information and disaster preparedness delegates. Telecommunications capacity has been boosted and now all branches have functioning communications systems and an emergency operations centre has been established at headquarters. In July 2001, the governing board approved the new GRC emergency response plan.

The GRC has employed national coordinators for both the relief and training departments. This, coupled with the support from the Federation disaster preparedness team, should serve to further strengthen the Guatemalan Red Cross and its disaster preparedness and response capacities.

The programme has been developed in close coordination and consultation with the regional delegation and the Pan American Disaster Response Unit (PADRU), which provide training and technical support to the GRC on request. The basis of the programme is Strategy 2010, the Federation’s disaster preparedness policy and the regional disaster preparedness strategy. The programme also reflects the priorities identified in the disaster preparedness conference held in Tegucigalpa in May 2000 and recommendations of the disaster preparedness meeting held in El Salvador in 2001.

**Goal** To assist the GRC in strengthening its response and preparedness capacity according to the role defined in Guatemala’s national emergency plan.

## Objectives and activities planned

**Objective 1** To strengthen the community-based disaster preparedness programme increasing the capacity of communities to prepare for and respond to both natural and man-made disasters.

Activities planned to achieve objective 1 are:

- Provide technical and financial support to the national community-based disaster preparedness programme coordinator.
- Provide support and follow-up to the community emergency committees.
- Support the identification and implementation of community-based mitigation projects.
- Help to mobilize the support and commitment of branch governing board members.

**Objective 2** To strengthen the capacity of the Guatemalan Red Cross to respond quickly and effectively to local and national disasters.

Activities planned to achieve objective 2 are:

- Support the emergency operations centre at GRC headquarters and the GRC communication network.
- Follow up the GRC emergency and contingency plans at national and branch level.
- Help to develop and disseminate a national disaster preparedness and national relief plan.
- Organize disaster management workshops for volunteers using trained NIT members.
- Support the management of a database for NITs, human resources and equipment.
- Assist with the establishment of rapid response units in four key locations: headquarters, Coatepeque, Cobán, Puerto Barrios.
- Support the GRC and the regional delegation with the ongoing distance learning project and the recently launched diploma in disaster information (regionally funded).

**Objective 3** To strengthen the inter and intra-institutional coordination, networks and strategic alliances for disaster response and preparedness.

Activities planned to achieve objective 3 are:

- Strengthen GRC's participation and coordination with the National Emergency Committee (CONRED) through joint attendance at meetings.
- Coordinate with Red Cross partners, government institutions, NGOs and other members of civil society.

### **Expected results**

- Successful implementation of the community-based disaster preparedness programme in at least six communities.
- Four communities will have active emergency committees.
- Increased contact will exist between communities and the branches.
- Vulnerability will be reduced through completion of community-based micro projects in disaster mitigation in selected communities.
- Emergency and contingency plans will have been revised, approved and disseminated to all branches, staff and volunteers.
- The national relief plan will have been approved by the governing board.
- At least ten volunteers from each branch will have been trained in disaster management including basic psycho-social support.
- Improved coordination will exist between Red Cross partners in Guatemala.
- Increased contact and improved coordination will have been established with CONRED, government institutions, NGOs and academic institutions.

### **Indicators**

- Number of community requests for additional GRC services or training.
- Number of new Red Cross volunteers gained through the programme.
- Number of families in which mitigation and preparation measures have been taken.
- Number of communities with organized committees and disaster plans.

- Approved contingency and emergency plans at national and branch level.
- Timeliness and effectiveness of response to disaster/relief situations.
- Level of internal and external coordination and communication in disaster response.
- Degree of understanding of the Red Cross role by other institutions.

### **Critical assumptions**

- The Guatemalan Red Cross leadership continues its commitment to the programme.
- Human and financial resources needed at all levels are made available.
- All external partners involved, including the communities themselves, continue to give their support and take an active part.
- The political and socioeconomic situation across the country remains relatively stable.
- No major disaster hits the country.

### **Monitoring and evaluation arrangements**

- Monthly written reports and summaries of activities.
- Regular field visits including meetings with beneficiaries.
- Review of progress against plans at national and regional meetings.
- Review and evaluations of disaster response operations.
- Internal evaluation workshops with programme officials and participants.

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## 2. Health and care

### Background and progress to date

At present, 46% of the Guatemalan population lacks access to basic health care, with the most vulnerable categories of the population – pregnant women, children and the disabled – amongst those receiving the least assistance.

Since 1997, the Guatemalan Red Cross has been implementing a human development programme in close coordination with the Guatemalan authorities. Since its inception, the programme has focused on community organization, promotion of the fundamental principles and humanitarian values, training and self-management, promotion of basic health care, training of midwives and health promoters, water and environmental sanitation, disaster prevention and relief at the community level.

The programme targeted 114 communities in the departments of Quetzaltenango, San Marcos and Alta Verapaz, covered by seven local branches of the Guatemalan Red Cross: Quetzaltenango, Coatepeque, El Palmar, San Marcos, Tecún Umán, Tejutla and Cobán. These departments were chosen because of the high indices of poverty and vulnerability, as well as their deficiencies in health and sanitation services.

In 2000, the Guatemalan Red Cross carried out an evaluation of the programme, revising objectives and indicators. Following the priorities of the Ministry of Health and PAHO, the human development programme will be updated incorporating the IMCI (Integrated Management of Childhood Illnesses) strategy as a means of providing support to the government health system - SIAS – Sistema Integral de Salud - through the branches of the GRC. Whilst IMCI ensures GRC's development of a community health focus, other elements covering water and sanitation, disaster preparedness and organizational development will be included to ensure effectiveness, continuity and compliance with Strategy 2010.

The Federation will focus support in four of the branches: Coatepeque, El Palmar, Tecún Umán and Retalhuleu selected by the Guatemalan Red Cross. The American Red Cross will support the same activities in a further four branches: San Marcos, Tejutla, Cobán and Quetzaltenango.

This programme, as with all the other Federation supported programmes in Guatemala, is being carried out in close coordination with the American, Spanish and Netherlands Red Cross Societies which are present in the country. The regional delegation provides technical support through the regional health delegate and the PADRU water and sanitation delegate.

**Goal** To assist the Guatemalan Red Cross in reducing the vulnerability of the population and in improving community health.

### Objectives and activities planned

**Objective 1** To assist the Guatemalan Red Cross through strengthening its organizational capacity and focusing on preventive activities in community health.

Activities planned to achieve objective 1 are:

- Help strengthen the GRC health department through provision of technical and financial support.
- Assist with the evaluation and standardization of training material together with the Ministry of Health and NGOs.
- Support the training of facilitators in community health with emphasis on IMCI.
- Fund workshops for health promoters, midwives and volunteers on IMCI and community based first aid (CBFA) including topics such as the prevention of HIV/AIDS.

- Support preventive health and education campaigns in the community covering themes such as malaria, dengue, diarrhoea, respiratory infections, nutrition, vaccination and HIV/AIDS.
- Help the GRC establish strategic alliances in health.
- Support health planning processes at headquarters and branch level.

**Objective 2** To assist the Guatemalan Red Cross to promote safe water use, community hygiene and preventive activities in the identified communities and to raise GRC water and sanitation capacity in disasters.

Activities planned to achieve objective 2 are:

- Help to establish a water and sanitation capacity in the GRC health department.
- Support the setting up of the water quality monitoring project in selected communities (identify activities, tools, indicators, means of verification and so forth).
- To select and to train NIT members in water and sanitation including water and sanitation in disasters.
- Assist selected communities with basic water and sanitation needs including latrines.
- Support health and hygiene community campaigns including dissemination of PHAST (Participatory Hygiene and Sanitation Techniques) and IMCI messages.
- Promote new and creative community activities related to hygiene and sanitation (theatre, song and poetry competitions).
- Support the implementation of one peri-urban microproject (combining health and disaster preparedness elements).

### **Expected results**

- There will be an overall improved health situation in target communities and raised awareness on health issues and prevention techniques.
- Local communities will be better organized with an increased level of cooperation and coordination between the local Red Cross branch, the community and other partners.
- The image of the Guatemalan Red Cross will have improved at local as well as national level.
- GRC capacity in community water and sanitation and in water and sanitation issues in times of disasters will have increased.

### **Indicators**

- 20 facilitators from four branches will have been trained in IMCI strategy.
- At least one health, water and sanitation committee will have been created.
- A peri-urban micro project will have been implemented in Guatemala city.
- 100 health promoters and midwives will be working for the programme in the communities.
- A national health department will be coordinating the programme.
- Targeted communities will understand the role of the Guatemalan Red Cross.
- The Guatemalan Red Cross will be raising its own funds for health programmes, covering at least 50% of costs from their own sources by the end of 2003.
- A National health strategy will exist and will be in use.

### **Critical assumptions**

- The Guatemalan Red Cross leadership continues its commitment to the programme.
- All partners involved, including the communities themselves, continue to give their support and take an active part.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.
- No major disaster hits the country.

## **Monitoring and evaluation arrangements**

- National evaluation workshops will take place every year to approve activities, exchange experiences and adjust the programme as necessary.
- Regular meetings will be held with the management in the branches and other partners relevant to the programme to revise plans and budgets.
- Monthly narrative and quarterly financial reports will be produced.

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## 3. Humanitarian values

### Background and progress to date

Guatemala finally emerged from one of the longest conflicts in Latin America at the end of 1996. The challenge of the Peace Accords, signed in 1996, was to end the armed conflict, while simultaneously addressing the wide social, political and economical disparities that were the root causes of the conflict. Unfortunately, efforts so far have failed to expand the sense of ownership of the Peace Accords in Guatemalan society, which is the major cause of the present wave of violence and unrest.

Since the peace accords were signed in Guatemala, political violence has been replaced by social violence. Poverty and easy access to light weapons are some of the risk factors that contribute to the increase in violence; studies on violence indicate that a weakening of society's traditional values, the lack of solidarity and local networks are also important factors. Taking this into account, the Red Cross should work not only to help the most vulnerable improve their standard of living at an economic level, but should also work to strengthen local networks and humanitarian values at all levels of society. Through its branch structure, the Guatemalan Red Cross has access to and credibility amongst the Guatemalan people. Furthermore, the Fundamental Principles of the Movement promote a moral obligation to combat violent tendencies and activities.

In this context, the Guatemalan Red Cross started a *Stop the Violence* project that, together with activities to promote the Fundamental Principles, formed part of a wider programme to build a culture of peace. The programme's main activities were to promote values and awareness, and to give people an opportunity to participate in local violence prevention schemes and activities related to victims of violence. The Guatemalan Red Cross adopted the hand print campaign used by the Colombian Red Cross, "leave your mark in this century" (*Deja tu huella en este siglo*).

The campaign started in 2000 in the capital and toured the eight regions of the country through the 22 branch offices that existed at the time (now 23). The second phase of the programme did not receive the requested support from donors, however a similar activity could be relaunched if GRC and donor interest is revived.

The programme would be implemented in close coordination with all the existing Red Cross programmes. For example health promoters and midwives would be given the opportunity to participate. The ICRC would also provide vital technical support and assistance.

**Goal** To assist the Guatemalan Red Cross in promoting the Fundamental Principles of the Movement and a culture of peace.

### Objectives and Activities Planned

**Objective 1** To assist the GRC in the internal promotion of the peace culture and humanitarian values.

Activities planned to achieve objective 1 are:

- Incorporate training on the Fundamental Principles and Humanitarian Values in all activities.
- Support the implementation of multi-lingual programme aimed at volunteers covering humanitarian values and first aid.
- Support the promotion of a peace culture in existing and future GRC activities, with a focus on youth.
- Help to develop new ideas for the possible continuation of the "Stop the Violence" project.
- Participate in advocacy campaigns such as those marking Red Cross, Red Crescent day, first aid day and promoting the fight against HIV/AIDS.

## **Expected results**

- There will be an improved image within the National Society and increased numbers of indigenous volunteers.
- There will be increased conscience among the employees and volunteers regarding their personal conduct in relation to the values of the organization.
- Activities promoting “peace culture” will have been relaunched.

## **Indicators**

- There is an increase in the number of GRC volunteers.
- Violence prevention is re-introduced as a theme in ongoing projects.
- Principles and values training is included in all ongoing programmes.

## **Critical assumptions**

- The Guatemalan Red Cross leadership demonstrates its commitment to relaunching activities promoting a culture of peace.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.

## **Monitoring and evaluation arrangements**

- Monthly narrative reports.
- Regular visits and discussions on an informal basis with participants and beneficiaries.
- Workshop reports.

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## 4. Organizational development

### Background and progress to date

To date, the major focus has been on the strengthening of the headquarters, with PriceWaterhouseCoopers as consultants. There has been significant progress with major improvements in staffing policies and the introduction of more efficient internal systems. The change in the management team and the election of a new governing board are considerable achievements in themselves and further support is needed to ensure that the process continues. This will focus on the elaboration of a national development plan and in helping to define the different roles of governance and management more clearly. In 2001 work began on revising the Statutes and this will be re-inforced in 2002 once the senior members of the GRC have had time to adapt to their new roles. The challenge of capacity building in the branches remains, and in addition to strengthening the change process at headquarters, the development of branches will be a priority.

The PNS present in country (American Red Cross, Spanish Red Cross, the Netherlands Red Cross) have all supported the development process and continue to be involved in the follow up of the PriceWaterhouseCoopers recommendations as well as providing technical and financial assistance to the GRC. The ICRC has also been involved and will continue to assist in key areas such as governance training and revision of the Statutes. The regional delegation provides technical support and has shared many of the vital lessons learned with other countries in the Americas, including the Caribbean.

Two key Federation documents: *Strategy 2010*, and “*Characteristics of a Well-Functioning National Society*” provide the basis for the programme.

**Goal** To assist in the strengthening of the Guatemalan Red Cross, to increase its capacity in mobilizing support and in carrying out its humanitarian mission.

### Objectives and activities planned

**Objective 1** To support the GRC in the strengthening of selected branches.

Activities planned to achieve objective 1:

- To support training in at least four branches in planning, fund-raising, and project management.
- To help to establish an active management team for each branch and distribute responsibilities for fund-raising, volunteers and training, first aid and disaster preparedness, women and youth.
- To assist in conducting self assessment exercises in each of the branches.
- To support the design of an annual work plan for each branch.

**Objective 2** To support the GRC in strengthening its governance and management bodies.

Activities planned to achieve objective 2:

- Provide continued support for the drawing up of a national development plan.
- Provide technical assistance to the governing bodies, especially in the branches.
- Assist with the revision of the GRC’s Statutes.
- Support workshops on clarification of roles and responsibilities between governance and management.
- Support the ongoing process of implementing the recommendations made by PriceWaterhouseCoopers including the introduction of a new computer system to improve administrative and financial management.
- Support further development of the GRC web page (regionally funded).
- Provide financial support to cover salaries of key personnel in the GRC (together with PNS support).

**Objective 3** To assist the GRC in developing its fund-raising capacity.

Activities planned to achieve objective 3 are:

- Support the design and implementation of a fund-raising plan for the Guatemalan Red Cross
- Support the establishment of a fund-raising department.
- Assist in the design and implementation of branch fund-raising plans.

**Objective 4** To assist the GRC in improving volunteer management.

Activities planned to achieve objective 4 are:

- Assist in the ongoing implementation of a volunteer census to identify training needs.
- Help to develop strategies for the attraction, motivation and retention of volunteers.
- Support technical training for volunteers.

### **Expected results**

- A national development plan has been finalized and is being implemented.
- Well functioning governance and an efficient and stable management team in the Guatemalan Red Cross headquarters and the four branches are secured.
- The computer system is fully operational and efficient.
- Fund-raising plans for both headquarters and four branches have been approved.
- Self assessment has given the branches knowledge of their abilities and weaknesses. On the basis of this information, plans and activities have been reviewed and annual work plans designed.
- Improved management of volunteers.

### **Indicators**

- The national development plan is available and under implementation.
- The fund-raising plan is implemented and income to the National Society is increasing.
- Improved planning and management in all technical departments.
- Organigram of the Guatemalan Red Cross is approved and available.
- An internal audit report is available.
- At least 20 volunteers for each branch have received training courses on the Fundamental Principles and technical knowledge for developing their activities.
- At least two trainers have been trained in each branch.

### **Critical assumptions**

- The Guatemalan Red Cross leadership continues its commitment to the programme.
- Human and financial resources needed at all levels are made available.
- The political and socio-economic situation across the country remains relatively stable.

### **Monitoring and Evaluation arrangements**

- Regular meetings with all parties involved.
- Field visits to branches and communities.
- Monthly and quarterly reports analyzing the progress against established plans.

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## 5. Coordination and management

### Background and progress to date

The Federation's national delegation for Guatemala was established in 1997, under the name of the Guatemala National Coordination Office. In the first year, the main focus was on supporting the Guatemalan Red Cross (GRC) in the preparation and implementation of the Guatemala rehabilitation programme, comprising institutional development (funded under the Tripartite Project) and human development.

During 2001, the focus has once again been on supporting the institutional development of the GRC, as well as programme development in disaster preparedness and health. The basic management infrastructure needed to manage these programmes is described below.

The starting points for all programmes are two key Federation documents: *Strategy 2010*, and the existing Country Assistance Strategy (CAS) for Guatemala. The Federation will adopt a role of promotion, coordination and technical support, and will only be directly operational where there is a clearly defined need, or in pilot projects which require prolonged technical support. Together with the relevant counterparts in the National Society, the programmes will be implemented under the overall supervision of the head of delegation, who will assign specific tasks to technical delegates where appropriate. It is envisaged that in 2002 the delegation will consist of a head of delegation and an institutional development delegate. Responsibilities for DP and health will come under the mandate of the head of delegation who will seek technical assistance, as necessary. This could include a combination of assistance from regional delegates, local consultants and / or through contracting local specialists. There will be one secretary and one driver. By the end of 2002 the delegation should be reduced to only the head of delegation plus local staff.

**Goal** To manage Federation supported programmes and give technical support to the Guatemalan Red Cross by providing an effective and efficient management framework through coordination, and optimizing the available human, financial and material resources.

### Objectives and activities planned

**Objective 1** To ensure efficient and effective use of resources made available through the Federation.

Activities planned to achieve objective 1 are:

- Together with the National Society and other relevant counterparts, prepare strategic and operational plans and budgets for Federation programmes, and revise them on a quarterly basis.
- Ensure compliance with Federation standards in financial management.
- Participate in regular meetings with all the Central American country offices/delegations reporting to the regional delegation.
- Prepare timely and accurate financial and narrative reports for all relevant partners.

**Objective 2** To Support the Guatemalan Red Cross in promoting coordination between the Participating National Societies, Federation Secretariat and the ICRC, as well as with external partners.

Activities planned to achieve objective 2 are:

- Weekly meetings with all Movement partners in Guatemala, in order to ensure effective coordination, situation reviews, definition of operational criteria and priorities for (joint) action, and to exchange information.
- Participate in regular meetings of GRC governance and management.
- Organise meetings, including all relevant partners, for the elaboration of an inclusive Country Assistance Strategy.

- In coordination with the regional delegation and the team in the Americas Department of the Secretariat, liaise closely with all current and potential donors.
- Help the Guatemalan Red Cross to develop partnerships and alliances with external actors.

### **Expected results**

- Effective coordination of all programmes implemented by the Red Cross partners in Guatemala.
- Well-functioning programmes that meet Federation standards and guidelines.
- The existing CAS has been updated to an all inclusive CAS and approved by all involved partners.
- Overall management meets Federation standards.
- Compliance with Federation reporting standards.
- Enhanced relationships with the donor community with sufficient programme funding.
- Enhanced relationship with the GRC and PNS.

### **Indicators**

- Federation supported programmes are being implemented according to plans.
- Approved budgets at all times.
- Reports available.
- Updated job descriptions, mission instructions and work plans for all delegates.
- Increased appeal coverage.
- Inclusive Country Assistance Strategy available.

### **Critical assumptions**

- The programme is fully funded over the two-year period, and funds are available on a timely basis.
- Core delegates (HoD, institutional development) and other human resources (finance, administration, DPP, health) are made available.
- The political and socio-economic situation across the region remains relatively stable.
- The Guatemalan Red Cross leadership continues follow up of the change process.

### **Monitoring and evaluation arrangements**

- Analysis of operational context and overall progress in quarterly management reports.
- Monthly reports.
- Regular meetings between the GRC, Federation delegation, Participating National Societies present in the country and the ICRC.
- An internal audit may be performed by the Secretariat's Internal Audit Unit.

If and when formal evaluations of other Federation programmes in Guatemala are carried out, this programme, providing the overall management and coordination, will automatically be included.

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PROGRAMME BUDGETS - 2002								
Guatemala								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	11'000	10'000	0	0	0	0	21'000
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	28'000	0	0	0	0	28'000
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	18'000	30'000	11'500	7'080	0	0	66'580
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
<b>Subtotal Supplies</b>	<b>0</b>	<b>29'000</b>	<b>68'000</b>	<b>11'500</b>	<b>7'080</b>	<b>0</b>	<b>0</b>	<b>115'580</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	9'000	4'000	0	6'807	0	2'000	21'807
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	10'210	0	5'500	15'710
<b>Subtotal Capital</b>	<b>0</b>	<b>9'000</b>	<b>4'000</b>	<b>0</b>	<b>17'017</b>	<b>0</b>	<b>7'500</b>	<b>37'517</b>
Programme Management	0	12'243	17'426	5'266	23'085	0	4'224	62'244
Technical Services	0	3'665	5'216	1'576	6'911	0	1'264	18'633
Professional Services	0	4'065	5'785	1'748	7'664	0	1'402	20'663
<b>Subtotal Programme Support</b>	<b>0</b>	<b>19'973</b>	<b>28'427</b>	<b>8'590</b>	<b>37'660</b>	<b>0</b>	<b>6'890</b>	<b>101'540</b>
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	10'600	6'000	5'000	5'899	0	9'000	36'499
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>10'600</b>	<b>6'000</b>	<b>5'000</b>	<b>5'899</b>	<b>0</b>	<b>9'000</b>	<b>36'499</b>
Delegates & Expatriates	0	60'000	30'000	30'000	60'000	0	0	180'000
National Societies and Local Staff	0	15'000	14'000	0	77'305	0	14'000	120'305
<b>Subtotal Personnel</b>	<b>0</b>	<b>75'000</b>	<b>44'000</b>	<b>30'000</b>	<b>137'305</b>	<b>0</b>	<b>14'000</b>	<b>300'305</b>
Travel & Related Expenses	0	4'000	15'000	3'000	8'169	0	10'000	40'169
Information	0	0	0	0	17'700	0	0	17'700
Consultants	0	4'500	10'000	0	1'135	0	650	16'285
General Expenses	0	0	13'000	5'000	18'515	0	12'600	49'115
Training Workshops & Seminars	0	29'500	70'000	15'000	91'880	0	2'000	208'380
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>38'000</b>	<b>108'000</b>	<b>23'000</b>	<b>137'399</b>	<b>0</b>	<b>25'250</b>	<b>331'649</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>181'573</b>	<b>258'427</b>	<b>78'090</b>	<b>342'360</b>	<b>0</b>	<b>62'640</b>	<b>923'090</b>