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Long Term Planning Framework Guatemalan Red Cross 2012-2015

 International Federation
of Red Cross and Red Crescent Societies

The Guatemalan Red Cross implemented community work with children in 2011 to promote peace and non-violence. Source: Guatemalan Red Cross.



1. Americas Zone Mission

The mission of the Americas Zone is to support Americas National Societies to increase humanitarian and development standards, helping them to remain relevant within their country and sustainable and accountable for their actions, guided by the implementation of *Strategy 2020*.

2. National Society Mission

The Guatemalan Red Cross (GRC) has the mission to: “Fulfil our humanitarian mandate as an auxiliary to public authorities for the areas on which the Movement focuses by contributing to improve the lives of the most vulnerable people, mobilizing the power of humanity”. (*Guatemalan Red Cross Strategic Plan 2009–2012*, p. 9).

3. Introduction

Guatemalan Red Cross Framework

The Zone Plan for 2012–2015 establishes the Federation strategy for work in the Americas. This strategy aims to improve National Societies’ leadership and promote the recognition of the Red Cross as a humanitarian organization having an auxiliary role to governments. It also aims to position the Red Cross network and prepare it to respond to: 1) the humanitarian implications that are observable in external trends, progress and challenges; 2) fundamental changes in the nature and structure of the humanitarian community; and 3) internal pressures and challenges. This strategy is created and implemented with a country approach that is reflected in the country support plan. It employs the Zone Plan and the National Society Strategic Plan 2009–2012 as referential frameworks for the central issues for the development of the 2013–2016 plan, which will be aligned with *Strategy 2020*.

This document is based on the following:

1. The manner in which the Federation secretariat will support the achievement of the objectives of the National Society Strategic Plan, according to the priorities and needs agreed upon by both institutions.
2. The manner in which the secretariat, following the orientations in the Zone plan, will contribute at the national level to the implementation of the General Assembly resolutions, the Federation Governing Board decisions, the resolutions, agreements and plans resulting from the Inter-American Conference, and the Secretary General's objectives.
3. The manner in which the National Society commits, according to its experience and capacity, to support and contribute to the development of other National Societies in the region and lead specific processes and issues.

The Guatemalan Red Cross is a private non-profit organization that fulfils a humanitarian mission at national and international levels. The GRC has legal status – granted by the Guatemalan State – as an autonomous, independent, volunteer relief institution, with its own patrimony, that is an auxiliary on humanitarian issues to public authorities. According to the National Society database, the GRC has 1,114 volunteers, 129 social members, and 78 paid staff who provide services in the national headquarters and 19 branches in the country's different departments where the programmes and projects to address the population's vulnerability are implemented.

The current strategic plan establishes four main strategic focus areas:

The first promotes programmes that are more focused on and able to respond to the country's vulnerability, implementing community-based actions in risk reduction, community health and health services, Fundamental Principles and Humanitarian Values, dissemination, and violence prevention and have climate change, gender and community development as cross-cutting themes.

For the second focus area, the GRC will promote more strengthened and efficient governance and management bodies, reinforcing its institutional foundation, and using these for institutional development and integrated and dynamic national-level administrative and financial management. The GRC will implement a national human resources strategy to strengthen its volunteer base and staff; it will also establish national strategies for communication and fundraising to add to institutional resources.

The third focus area will concentrate on cooperation and alliances and the improvement of Movement cooperation based on cooperation strategies. This entails identifying opportunities to present initiatives for external national and international funding and creating specific strategies for outreach to donors and allies that aim to develop sustainable relations based on mutual understanding and trust.

The fourth focus area will use a horizontal approach to address the issues of community development, climate change and gender.

Whilst of differing scope and nature, the GRC's main challenges are: the continual development of a culture of internal governance that promotes the strengthening and improvement of the humanitarian services provided; the consistent integration of indigenous peoples into its humanitarian intervention

areas, especially since this highly important group composes 65 per cent of the Guatemalan population and lives in conditions of vulnerability.

The GRC Strategic Plan 2009–2012 states: “The national context was analyzed to identify needs and strategies to address them. Statistics on health, disasters, human rights, gender, migration, and violence, as well as maps on hazards and natural disaster vulnerability, poverty, food insecurity, among other technical documents were the basis for this analysis. Consideration also was given to the national consultation workshops and technical meetings held with the management team, key actors in the different programmes and projects, and branch presidents and volunteers, as well as the two meetings with National Board members.”

In August 2010, the National Society initiated an assessment and review process of its current strategic plan for the creation of the Strategic Plan 2013–2016, in alignment with *Strategy 2020*.

- **Country Context**

Guatemala, with 14,361,666 inhabitants (51.1 per cent women and 48.9 per cent men), is the most populated country in Central America. The country continues to be predominantly rural with 53.9 per cent of the population living in rural areas compared with the 46.1 per cent in urban areas. Indigenous people make up 41 per cent of the population with the remaining 59 per cent being non-indigenous. Whilst 57 per cent of its population live in poverty, 21.5 per cent of this total live in extreme poverty, leaving them unable to cover their basic food (or minimum calorie) needs. Poverty predominantly affects the rural and/or indigenous population, as well as women and minors under 18 years of age.

Thirty six per cent of the Central American population is concentrated in Guatemala. The regional figures indicate that 39 per cent of malnourished people in the Central American isthmus live in Guatemala. Many children die due to malnutrition-related illnesses. Guatemala has one of the highest figures of food insecurity in all of Latin America, thus ranking it high as one of the most vulnerable countries in the region. This vulnerability is caused by low wages, reduced capacity to produce food products, high levels of malnutrition, and elevated levels of vulnerability to climatic phenomena.

This ethnically diverse country is composed of four major groups: Maya, Garífunas, Xincas and Ladinos. All of the country’s twenty three languages, including Spanish, are considered official. Whilst 70 per cent of the Ladino (mestizo) population live in cities and towns, 70 per cent of the indigenous population live in villages, hamlets and plantations. The latter figures result from the traditional productive activities of each group; the indigenous population historically has worked in agricultural activities.

Poverty more dramatically affects the country’s children. Sixty per cent of the population between the ages of 0 and 14 years are poor, with 40 per cent of these classified as living in extreme poverty. Due to their conditions of poverty and extreme poverty, social marginalization, and limited access to fundamental rights, the majority indigenous regions have a high incidence of child labour. Poverty rates are higher for women with 51.5 per cent of women live in poverty versus 48.5 per cent of men. However, only 30.8 per cent of female-headed households are classified as poor versus 42.7 per cent of male-head households.

More than 1,600 deaths due to violence were reported during the first 6 months of 2011, according to statistics from the Group for Mutual Support (Grupo de Ayuda Mutua-GAM). Although this figure decreased from the previous year, the number of violent deaths remains disturbing. Economic, political and social factors add to the incidence of violent death. These deaths are both the cause and the effect of the increase in organized youth violence (gangs), common crime, and other forms of violence resulting from drug trafficking.

Due to its geographic location, Guatemala is affected by several threatening phenomena. The country is located in an inter-tropical convergence zone for the Cocos, Caribbean and North American tectonic plates. Guatemala also is situated in a volcanic belt in which 7 of its 37 volcanoes are active. The intense rains and drought associated with the La Niña phenomenon have caused the crop production to diminish in recent years. This decline combined with rising prices for basic food products have unleashed a series of recurring food crises. Some progress has been made at the political level regarding the right to food; since 2005, the country has a food security law which protects this right.

The year 2010 was a very challenging year for environmental issues in Guatemala. The chair of the Intergovernmental Panel on Climate Change, Dr. Rajendra K. Pachauri, visited the country in 2010 to view the effects of the catastrophe caused by tropical storm Agatha and the irruption of the Pacaya volcano. These two natural phenomena resulted in 165 deaths and approximately USD 1 billion dollars in economic loss. Dr. Pachauri's visit took place after one of the most disastrous winters, with landslides, floods, infrastructure collapse and human deaths, in the country's history. He emphasized the need to bolster research on the effects that climate change will continue to have in the region, improve the levels of information and understanding about the issue, and strengthen natural disaster response systems with early warning methods and mitigation mechanisms. The latter, he expressed, are particularly needed in impoverished communities that are the most impacted by the consequences of environmental degradation.

Precarious economic resources and the lack of job opportunities are behind the exodus of rural families to urban centres, particularly their migration to the capital city and the United States. The Central American Institute for Social and Development Studies (INCEDES) reports that migrants predominately are male heads of household of working age who have some family responsibility; they generally have reduced formal education (primary schooling) and come from rural communities. Recent studies (Monzón, 2006), however, indicate that female migration is increasing and contributes to the flow of younger migrants between the ages of 14 and 16 years.¹ According to the International Organization for Migration (IOM), 90 per cent of the 1.2 million Guatemalans outside of Guatemala live in the United States, where 60 per cent of this group are undocumented.

The Americas Zone will apply a complementary approach to strengthening National Society headquarters and territorial branch networks, while fostering greater specialization within key programme areas. This strategy introduces thematic focus areas for integrated programming, as well as strategic support areas that will contribute towards modernization of National Societies in their way of operating. The Americas Zone has identified the following core external trends, although it is recognized that these may not be relevant for all National Societies (Annex 1):

- Urban Risk

¹ Ana Silva Monzón, *Las Viajeras Invisibles: Mujeres Migrantes en la Región Centroamericana y el Sur de México*. Guatemala, PCS-CAMEX, 2006.

- Migration
- Violence
- Climate change

Concurrently, in order to respond to external trends, National Societies need to update and modernize their way of operating by addressing *internal pressures* related to the areas of National Society *leadership, integrity, accountability, performance, volunteers* and *resource mobilization* (Annex 2).

4. How we will work-Business Lines

Business Line I: HUMANITARIAN STANDARDS

Areas of Concentration

Principles and Values, policies, disaster law, research studies, humanitarian trends.

National Society Approach

The Guatemalan Red Cross, based on the country context and in close coordination and joint work with the secretariat, Partner National Societies (cooperating on-site and from abroad), the International Committee of the Red Cross (ICRC), and other governmental and non-governmental actors and international organizations will focus on the study, dissemination and implementation of policies, strategies and regulations stemming from Movement statutory bodies, legally binding resolutions and international law and pertinent national laws. These actions will enable a varied and effective approach to key humanitarian trends in Guatemala like comprehensive disaster and crisis risk management, adaption to climate change and its effects, violence prevention and promoting a culture of peace, social inclusion, non-discrimination and respect for diversity, urban risk, and migration.

The GRC additionally will focus its efforts on working with public authorities to pass a law that would give the National Society oversight and operational powers to improve its programmes and services in normal times and in crises and disasters. This law would be especially important to obtain international cooperation to provide humanitarian aid to people affected by disasters. The GRC also will engage in advocacy work and humanitarian diplomacy so that the Guatemalan government demonstrates its clear commitment to the issues debated at the 31st International Conference on international and national humanitarian law and to the auxiliary role of National Societies.

Cooperation on matters of humanitarian standards should contribute to position the Guatemalan Red Cross before the government as an auxiliary on humanitarian issues, to civil society organizations as an organization known for its accountability, and to vulnerable communities. It also could be useful to strengthen the National Society's programmes and services through the provision of timely, efficient, reliable and secure access to the sectors of the population with which it works – particularly the most vulnerable communities– in normal times and in periods of disaster and crisis. These actions are implemented with full respect for the Fundamental Principles, especially those of Humanity, Impartiality, Neutrality and Independence. They are also strategically useful for the Federation's cooperation synergies – taking into account the rights and obligations of the status agreement signed between the Federation and the Guatemalan government – with the National Society, the government and Partner National Societies.

Deliverables and Outputs

1. Aid and support the National Society to effectively fulfil its auxiliary role in the promotion and development of International Disaster Response Laws, Rules and Principles (IDRL) through national legislation and other measures emitted by Guatemalan legislative and executive branches and in compliance with the policies and commitments made in the Movement's 31st International Conference.
2. Aid and support the passing of the law on tax exemptions and other benefits so that the National Society optimizes its resources and has mechanisms that facilitate humanitarian aid for people affected by disasters and crises.
3. Aid and support the assessment of previous studies and/or the participation in future studies on comprehensive management in disasters and crisis, adaptation to climate change and its effects, violence prevention, social inclusion, non-discrimination and respect for diversity, urban risk and migration.
4. Aid and support the National Society to have appropriately defined policies and strategies with an integrated focus (disasters, health, organizational development) in each of the above mentioned issues/ trends guiding its humanitarian work over the long term and the review/ development of its strategic plan and annual operational plans, in alignment with *Strategy 2020*.
5. Aid and support the internal and external understanding, dissemination and application of the humanitarian standards contained in the new version of the Sphere Project manual and its implementation strategy at the national level.

Business Line II: DISASTER AND CRISIS MANAGEMENT

Areas of Concentration

Preparation for disasters and crises, logistics, disaster response and recovery, relief, health in emergencies, psychosocial support, water and sanitation, volunteering in emergencies, coordination with external actors.

National Society Approach

In agreement with the GRC Strategic Plan, the Federation will provide support to the National Society to improve its early response and recovery actions. This will be done through coordination with other actors and integrated work that considers the population's basic needs, provides essential services in health, food and nutrition, water and sanitation, and shelter and applies international standards for disaster and crisis response.

The National Society will link its governance, management and operative bodies with Movement policies, strategies, and other regulations, as well as design the tools and basic planning documents for disaster preparedness, response and recovery. The GRC will apply the Minimum Humanitarian Standards in Cases of Disasters for its preparedness actions for disaster and crisis response.

The GRC will comprehensively develop its preparedness and response capacities based on the Well-Prepared National Society indicators. It will develop its branch response capacities, prioritizing those located in areas of high risk.

GRC branch volunteers' involvement and participation will be key in the assessment and planning processes related to disaster and crisis preparedness, response and recovery. The training process,

monitoring, updating, equipping, activation and evaluation of the GRC-certified National Intervention Teams (NITs) will be critical to implement actions at the branch and community levels.

The National Society will employ mechanisms for monitoring, evaluation and systematization of disaster response performance, impact, and quality. The GRC will improve the equipping and logistics for emergency and disaster response. The National Society will implement actions aimed to strengthen institutional capacities to address global and specific threats like climate change, food security, and others that impact the most vulnerable populations.

Deliverables and Outputs

1. The GRC consolidates its disaster management structure and mechanisms by updating its preparedness, response and recovery policies, standards and procedures. This is undertaken through integrated work in harmony with the basic needs of vulnerable communities affected by disasters and crises to provide health, food and nutrition, and water and sanitation services. The Federation global and zone standards are the principal references for these actions.
2. The GRC improves its response capacity through the updating of its National Response and Contingency Plan with an integrated focus on support programmes and services, through the active branch participation in the National Society's logistic and operational needs for early warning and action in disasters and crisis. The Federation offers its operation procedural standards and provides the required assistance.
3. The training, updating, and monitoring process for the national disaster and crisis response teams are evaluated and updated based on national and international standards and trends like urban risk, climate change, migration, violence, amongst others.

Business Line III: SUSTAINABLE DEVELOPMENT

Areas of Concentration

Development of National Societies and resilient communities: health, disaster risk management, volunteering, youth, food security, water and sanitation, road safety, marginal populations.

National Society Approach

The Guatemalan Red Cross will reinforce its capacities to support communities to improve their resilience by helping people to be the most healthy possible and prevent or reduce risks. The National Society will do this by implementing tools from the Vulnerability and Capacity Assessment (VCA), which identify current and future risks to disasters and crises, and by designing and monitoring action plans with precise local-level actions.

The National Society will promote the adoption of practical measures to protect and guarantee essential community infrastructure in frequently occurring disasters. It will link community early warning systems to adopt timely measures to reduce and mitigate risk, thus contributing to protecting lives, people's material goods, families and communities. As needed, the GRC emphasizes long-term strengthening of food security and nutrition by promoting livelihoods and increasing and diversifying food availability and acquisition for the most vulnerable populations.

The GRC will strengthen community and student participation in disaster response, including organizing first response, training and providing materials and equipment which aim to reduce the

immediate effects of disasters and crises. Through effective actions, the GRC will promote the community's culture of prevention, risk reduction and self-recovery skills.

The National Society will increase community and student knowledge to identify risks. It will implement pertinent reduction actions and promote a practical culture of safety and resilience that emphasizes the consequences of climate change, urban risk, food security, and other threats to high risk populations.

The GRC will promote the building of local capacities, primarily to strengthen mechanisms for integrated programme implementation at the municipal, departmental and regional levels.

Deliverables and Outputs

1. The GRC develops integrated community programmes that contribute to disaster and crisis risk reduction, thus improving the resilience of communities supported by its volunteer actions.
2. The National Society applies harmonized methodologies and tools for disaster and crisis risk reduction, as well as the adaptation to climate change, particularly in educational institutions by raising awareness and fostering concrete actions in alignment with the country's trends and challenges. To this end, it will employ the Federation global and zone policies, methodologies and standards.
3. The GRC implements actions to increase the understanding of developing a culture of safety and community resilience to disasters and crises.
4. The National Society, working in synergy with the public and private sectors, international cooperation institutions and the Movement, supports programmes, projects and services related to long-term food security and nutrition in normal times and in emergencies.
5. The National Society promotes the participation of all branches and relief positions through its governance and management bodies so that they work as a network and strengthen their leadership in programme design and implementation of services with communities.
6. The Comprehensive Training Institute (IFI) functions as a modern administrative, curricular and technical structure that is constantly aligned with the context and the needs of the National Society and country. It is accredited by the Ministry of Education and employs modern technology for innovation, training and research, which includes the Federation learning platform. To sustain the IFI, the National Society's governance and management bodies establish strategic alliances with academic, public and private sectors, and have a medium to long-term market/ business plan.

Business Line IV: HUMANITARIAN DIPLOMACY

Areas of Concentration

Communications (positioning and Red Cross networking), resource mobilization, humanitarian issues and alliances, IDRL, humanitarian access.

National Society Approach

The Guatemalan Red Cross conducts advocacy and humanitarian diplomacy so that the Guatemalan government expresses concrete commitments regarding the issues discussed in the 31st International Conference on International Disaster Response Law, legislation on risk reduction and shelter, and on the understanding and strengthening of the National Society's auxiliary role.

Deliverables and Outputs

1. The National Society's humanitarian diplomacy and advocacy with public authorities contributes to promote and support the implementation of commitments made by the Guatemalan government at the 31st International Conference. These include measures to apply international law in shelter coordination and provision for people affected by disasters and crises.
2. The National Society, based on its priorities, strengthens its participation in the national and local platforms/ networks on disaster risk management through the promotion of policies and programmes on climate change, migration, culture of peace, violence prevention and social inclusion. Exercising its auxiliary role to public authorities, it advocates for the assistance and protection of the most vulnerable groups.
3. The National Society implements internal and external communication and advocacy strategies to increase the scale, quality and impact of the programmes, projects and services and especially influence the quality of life for populations most vulnerable to violence, migration and the effects of climate change, especially those related to health issues and food security.
4. The National Society, as part of the agenda of priorities of its governance bodies, defines a policy to invest in the updating and training of its national and branch leadership on public policies and humanitarian trends and challenges to increase their advocacy skills with governmental authorities, opinion makers, and the private sector.
5. The GRC consolidates and broadens the existing strategic alliances and develops new ones with the private sector and civil society organizations to avoid or reduce dependency on international cooperation. The National Society strives for institutional sustainability and positioning at the local, national, and international levels.
6. The National Society maintains and applies the benefits and privileges of the status agreement signed between the Guatemalan government and the Federation. This agreement serves to provide more efficient preparedness, response and recovery for people and communities affected by disasters and crises and in normal times, for the programmes and services implemented in coordination with the National Society in favour of vulnerable communities and National Society development.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Areas of Concentration

Administrative support, development of financial systems, development of human resources, development of information systems department/ area, development of planning and evaluation department/ area, innovation, legal issues, risk management and audits, development of logistics, Movement cooperation.

National Society Approach

The functional structures of the Guatemalan Red Cross: administration, finances, human resources, telecommunications, and planning change their focus to promote internal learning and development in the National Society.

The secretariat support service units, in collaboration with the regional representation, will work with the National Society to promote south-south cooperation and improve its capacities to provide support services through training, internships, case studies, dissemination of policies and best

practices, use of FedNet and other information-sharing platforms and tools. It will also explore alliances with external partners to improve the collective capacities in all support services.

The mechanisms identified to work as a Federation will be promoted to transfer responsibilities to the National Societies in the region, allowing them to create specialized centres and centres of reference for support to the service areas, as well as methodologies of horizontal cooperation between sister national societies.

Deliverables and Outputs

1. The accounting system (Peachtree) is implemented in 90 per cent of the branches and 100 per cent of the projects. The Federation finance unit and the National Society will agree on assistance for the issues deemed necessary and for the relevant training for the administrative, financial and programme staff on procedures and tools to strengthen financial accountability.
2. The GRC maintains and strengthens its internal and external auditing policies and mechanisms to manage its social objectives and finances, through the use of financial standards and procedures and consistent internal controls to standardize reports.
3. The National Society maintains and strengthens its legal support area that oversees the compliance by national headquarters and branches to obligatory public laws and regulations and internal Movement Statutes and Regulations.
4. The GRC strengthens its planning department, creates a four-year strategic plan that begins in 2013 and is aligned with *Strategy 2020*. It has a monitoring, evaluation and reporting system that contributes to strengthening its leadership position in efficiency and accountability amongst humanitarian organizations. It maintains updated information for the Federation Databank and participates in the Federation Wide Reporting System.
5. The National Society establishes a human resources department that promotes career development through the professionalization and specialization of voluntary and paid human resources to better respond to the needs of the most vulnerable people within its areas of action. To establish this structure, the Federation human resources unit will coordinate with the National Society to assist in the needed issues and provide training in relevant procedures, methodologies and tools.
6. The GRC establishes a logistics structure with standardized technical, administrative and financial procedures disseminated at the national and international levels in normal times and during emergencies and disasters. It has a permanent team of paid staff and volunteers that are properly trained to manage these procedures and maintains strategic alliances to support logistics in emergencies.

5. Potential risks, challenges and assumptions

The National Society works in one of the region's most vulnerable countries due to the effects of climate change, geological threats (earthquakes and its volcanic belt), and hydrometeorology. These factors combined with the human development indicators and the impact of violence make Guatemala a country with huge challenges and opportunities to develop the Red Cross humanitarian mission. At the same time, they make it necessary to maintain a margin of flexibility in the plan and project implementation since the indicators, time schedules and budgets often are modified when complex disasters occur (May - December), which demand concentrated attention and resources for the humanitarian imperative.

Risk monitoring, particularly related to contingencies, should be incorporated into planning. This especially includes annual hydro-meteorological threats resulting in the need to make every effort during the period between January and June to ensure implementation of development programmes and projects and the strengthening of institutional and community capacities.

6. Work with partners

To guarantee increased impact of National Society cooperation, the GRC will work in close coordination, communication and collaboration with the ICRC and the Partner National Societies (PNSs) currently working in Guatemala: Spanish Red Cross, Netherlands Red Cross, Norwegian Red Cross and PNSs that could establish work in the future. These joint efforts also include the Partner National Societies that manage their cooperation projects regionally or from their headquarters, like the Italian Red Cross and the Japanese Red Cross Society, cooperation agencies like DFID, DIPECHO and others, and United Nations bodies.

To support the National Society's auxiliary role and maintain the status agreement between the Federation and the Guatemalan government, the GRC will maintain inter-institutional relationships with relevant ministries: Foreign Relations, Interior, Health, Defence, amongst others.

Programmatic Area	Sector	Partners
Health and Care	HIV and AIDS	IFRC
	Water and sanitation	Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross
Governance, development and volunteering	Development of institutional capacities	IFRC, Canadian Red Cross, Finnish Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross
	Governance and volunteering management	IFRC, Canadian Red Cross, Italian Red Cross, Netherlands Red Cross, Spanish Red Cross
Humanitarian Principles and Values	Violence prevention	Spanish Red Cross
	Support for the development of the Humanitarian Principles and Values programme	ICRC
Risk reduction and management	Risk reduction	IFRC, Italian Red Cross, Netherlands Red Cross, Spanish Red Cross, Swiss Red Cross
	Climate change	Netherlands Red Cross, IFRC

7. Promoting Diversity

According to the Guatemalan Red Cross' Strategic Development Plan 2009–2012, the National Society includes non-discrimination and violence prevention into its work. In the section related to the GRC mission, vision and institutional values, it states:

Non-discrimination: Promote and practice equal treatment for all people as established in the Fundamental Principles, by not considering any person or community as inferior due to her/his/its origin, religious beliefs, political opinion, sex, social class, gender, illness and/or sexual orientation.

Violence Prevention: The Guatemalan Red Cross will strengthen its field of action on the issue of violence prevention and will actively coordinate its intervention with the State and civil society organizations. It will increase its work on the promotion of the respect for diversity and human dignity to reduce intolerance, discrimination and social exclusion.

Social exclusion in Guatemala and the exercise of fundamental human rights particularly in indigenous populations, the fact that indigenous women are discriminated against as well as minorities as a result of their economic, social status or sexual preference, are determining factors in the high levels of poverty and social, political and domestic violence.

The GRC strategic, political and technical perspective has enshrined the promotion of respect for diversity, non-discrimination and social inclusion as key and cross-cutting humanitarian values in the plan's different strategic focus areas. The Federation, joining forces with PNSs, sister national societies, and other key public and private sector actors coherent with the Movement doctrine and Fundamental Principles, thus, will support the Guatemalan Red Cross' auxiliary role to government authorities and its cooperation policy that aims to make this criteria visible and internally applicable through the programmes, projects and services implemented in favour of the most vulnerable communities.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by *Strategy 2020* which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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Annex 1

Core External Trends

EXTERNAL TRENDS

URBAN RISK: By 2020 the region comprising Latin America and the Caribbean will be 82 per cent urban. Unregulated low-income districts dominate the landscape of most Latin American cities. Poverty, inequality, political instability and lack of access to land are all contributing factors to this shift. Consequently, this shift is creating new trends in vulnerabilities such as urban violence, traffic accidents, and a diversity of environmental hazards, including poor sanitation, pollution of rivers and streams, and deforestation.²

VIOLENCE: The Pan American Health Organization called violence in Latin America "the social pandemic of the 21st century." Social inequality and social exclusion are considered major causes of violence in Latin America and the Caribbean. Residents in socially excluded communities cannot depend on those institutions designed to protect them, and violence becomes one of the only available options to seek out justice, security and economic gain.⁵

MIGRATION: The Americas are home to 27 per cent of the World's migrants³. According to the International Organisation for Migration, issues such as natural disasters and climate change contribute to increased population movement with one in five migrants being a child or adolescent.⁴ Migrants who are forced to settle elsewhere are frequently subject to discrimination and lack of access to social services. It is also vital to take into account the impact that migrants have on their communities of origin as well as host communities.

CLIMATE CHANGE: Trends in climate change will continue to heavily impact Latin America and the Caribbean magnifying issues such as environmental degradation, migration pressures, food security, livelihoods and conflicts over scarce natural resources, particularly water, in addition to increased frequency and intensity of disasters and crisis.

Annex 2

Internal Pressures

INTERNAL PRESSURES

Leadership is recognized by government authorities, civil society, the corporate sector and the Red Cross constituency as a result of evidence-based information, identifying the National Societies as relevant actors in addressing vulnerabilities and needs. The leadership guides, influences and ensures better understanding of issues affecting those most in need, enabling relevant strategic decision-making, thus bringing attention to rights, needs and vulnerabilities of communities and associated underlying factors. Furthermore, leaders must guarantee that the National Society assumes its auxiliary role to the government and differentiates between the functions of governance and management.

Integrity Some National Societies require support on their internal systems to ensure that activities are being carried out in accordance with the Federation's standards and procedures as well as in a transparent and accountable manner. This also requires the capacity to develop early actions to anticipate external factors that might put at risk the image and identity of the Red Cross.

Accountability Entails active compliance with the IFRC's policies and procedures, as well as working in line with the Fundamental Principles and Values and setting and following standards so as to become a role model. It also relates to meaningful beneficiary participation, effective and efficient use of resources and transparent reporting, monitoring and evaluation practices.

Performance Capacity building of National Societies in the areas of Administration, Finance, Planning, Monitoring Evaluation and Reporting, Human Resources, Information Systems,

² Environmental Implications of Peri-urban Sprawl and the Urbanization of Secondary Cities in Latin America. Haroldo da Gama Torres; Inter-American Development Bank; Technical Notes No. IDB-TN-237.

³ UN DESA, Population Division (2009). *Trends in International Migrant Stock: The 2008 Revision* (United Nations database, POP/DB/MIG/Stock/Rev.2008); IOM, *World Migration Report 2010*

⁴ UN ECLAC with UNICEF, *Children and International Migration in LAC*, 2010.

⁵ Inter-American Development Bank) Research Department Working Paper #613: Social Exclusion and Violence in Latin America and the Caribbean Heather Berkman October 2007.

Resource Mobilization and Logistics (especially procurement) takes into account that National Societies in the region are at different phases of development requiring different levels of support and enabling the Federation to foster peer-to-peer support and horizontal cooperation.

Volunteering Strong commitment is needed to support National Societies to scale-up and prioritize their volunteering development efforts. By increasing the participation of volunteers in the National Societies' decision-making and institutional life, volunteers will become more engaged.

Resource mobilization Most National Societies are working in middle-income countries and, as such, benefit less from international cooperation which tends to focus on countries which are classified as low-income. Nevertheless, they work in increasingly complex and challenging contexts that require attention and reflection to find new ways of mobilizing resources. National Societies must reduce financial dependency on external donors and develop core funding that guarantees that they will always be active in their own country and will act independently from donor pressures and interests.