



USAID
FROM THE AMERICAN PEOPLE

GUATEMALA

Multi-sector Alliances Program

Reconstruction Program

Final Report

September, 2010–March 31, 2012

June 30, 2012

This publication was produced for review by the United States Agency for International Development. It was prepared by RTI International.

Multi-Sector Alliances Program

Reconstruction Program

Final Report

Cooperative Agreement No. 520-A-00-04-00204-00

Modification No. 3

September 2010–March 31, 2012

Prepared for
Ms. Isabel Stout
United States Agency for International Development/Guatemala

Mr. Juan Luis Córdova
United States Agency for International Development/Guatemala

Prepared by
RTI International¹
3040 Cornwallis Road
Post Office Box 12194
Research Triangle Park, NC 27709-2194

RTI International is one of the world's leading research institutes, dedicated to improving the human condition by turning knowledge into practice. Our staff of more than 2,800 provides research and technical expertise to governments and businesses in more than 40 countries in the areas of health and pharmaceuticals, education and training, surveys and statistics, advanced technology, international development, economic and social policy, energy and the environment, and laboratory and chemistry services. For more information, visit www.rti.org.

RTI International is a trade name of Research Triangle Institute.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

¹ RTI International is a trade name of Research Triangle Institute.

Table of Contents

List of Tables.....	iii
List of Annexes.....	iii
List of Acronyms.....	iv
1. Background.....	1
2. Key Results, Lessons Learned, and Recommendations.....	2
2.1 Management Structure.....	2
2.2 Alliance Building.....	4
2.3 Development, Review, and Approval of Reconstruction Projects.....	7
2.4 Management of Alliance Projects.....	11
2.5 Monitoring of Reconstruction Projects.....	12
2.6 Results of the Reconstruction Program.....	14
3. Conclusions	15

List of Tables

Table 1. Reconstruction Partners	5
Table 2. Other Partners who contributed	6
Table 3. Summary of Site Visits Conducted by <i>Gándara & Asociados</i>	12
Table 4. Summary of Leveraging Performance	14
Table 5. Summary of the investment per construction line item.....	15

List of Annexes

Annex A:	Reconstruction Project Sites
Annex B:	Reconstruction Project Map
Annex C:	Reconstruction Grants Tracker
Annex D	Reconstruction Performance Monitoring Plan Results

List of Acronyms

AO	agreement officer
CA	cooperative agreement
CACIF	<i>Comité de Asociaciones Agrícolas, Comerciales, Industriales y Financieras</i> (Committee of agricultural, commercial, industrial and financial associations)
CAM	Central America and Mexico
CentraRSE	<i>Centro para la Acción de la Responsabilidad Social Empresarial en Guatemala</i> (Guatemalan Center for Corporate Social Responsibility)
CONRED	<i>Coordinadora Nacional para la Reducción de Desastres</i> (National Coordinator for Disaster Reduction)
EMP	environmental mitigation plan
FUNDAZÚCAR	<i>Fundación del Azúcar</i> (Sugar Foundation)
GOG	Government of Guatemala
GPS	global positioning system
GSC	Global Supply Chain team (RTI)
ICG	International Contracts and Grants Office (RTI)
INSIVUMEH	<i>Instituto Nacional de Sismología, Vulcanología, Meteorología e Hidrología</i> (National Institute of Seismology, Volcanology, Meteorology and Hydrology)
LLR	lower-level results
m ²	square meter
M&E	monitoring and evaluation
MOE	Ministry of Education
MOH	Ministry of Health
PMP	performance monitoring plan
PREMISA	<i>Proyectos Modernos de Ingeniería S.A.</i>
PSAG	Private Sector Advisory Group
PQP	Puerto Quetzal Power
RFP	request for proposal
RTI	RTI International
SEGEPLAN	<i>Secretaría de Planificación y Programación de la Presidencia</i> (Presidential Secretariat for Planning and Programming)
SSI	<i>Sistemas y Servicios de Ingeniería S.A.</i>
U.S.	United States of America
USAID	U.S. Agency for International Development

1. Background

Guatemala is geographically located in a highly vulnerable region; natural disasters, such as earthquakes, hurricanes, tropical storms, floods, and volcano eruptions, are common, and its vulnerability is worsened by massive deforestation. The high concentration of poverty, especially in rural areas, magnifies the consequences. According to the *Instituto Nacional de Sismología, Vulcanología, Meteorología e Hidrología* (INSIVUMEH), Guatemala is physically located on top of three tectonic plates, making Guatemala a high-risk earthquake area. Moreover, at least three volcanoes located on the volcano chain that crosses the country are currently active, making eruption impact a constant threat. On May 27, 2010, the Pacaya Volcano erupted, causing ash and debris to cover Guatemala, Escuintla, and Sacatepéquez, as well as areas in other departments, and forcing the closure of the International Airport and the evacuation of more than 2,000 people.

Two days later on May 29, tropical storm Agatha revealed the vulnerable conditions of Guatemala once again, especially in rural areas, which were the most affected by flooding and mudslides. The Government of Guatemala (GOG) declared a state of calamity and estimated that a total of 957 public schools were affected (11 were completely destroyed, 414 were severely damaged, and the rest needed repair). Losses sustained by the health sector reached \$14.6 million, of which \$3.5 million corresponds to damages to Ministry of Health (MOH) clinics, hospitals, health posts, and centers. The rest corresponds to medical supplies provided to clinics and shelters during and after the emergency. The country's water and sanitation systems were also affected, with losses and damages totaling \$14.6 million.

The GOG post-Pacaya and Agatha Reconstruction Plan included an integrated and comprehensive humanitarian assistance and rehabilitation component with a major focus on reestablishment of basic infrastructure. Reconstruction activities were coordinated among the GOG, local governments, non-governmental organizations, and other donors. The United States Agency for International Development (USAID) supported the GOG's reconstruction efforts through the establishment of a basic infrastructure project, awarded under Cooperative Agreement (CA) No. 520-A-00-10-00031-00 to RTI International (RTI) for the Multi-sector Alliances Program (*Alianzas*) to support development objectives of USAID Missions in the Central America and Mexico Region (CAM). This CA is a second-generation alliance building program which follows the Strategic Alliances for Social Investment Project implemented by RTI from 2005-2010. During the Hurricane Stan emergency in 2005 under the previous CA, the *Alianzas* program took the lead convening and organizing the response from the corporate sector, and demonstrated remarkable effectiveness and leadership in brokering alliances with the Guatemalan business community that focused on clean water and sanitation, as well as disease surveillance. *Alianzas* mobilized the corporate sector in Guatemala to finance disaster relief operations under many alliances.

The geographic focus of the new reconstruction component was regions most affected by tropical storm Agatha and the Pacaya volcano eruption (e.g., Sololá, Zacapa, and Sacatepéquez).

The project implemented activities within municipalities identified by the GOG as high priority, including San Lucas Tolimán and Sololá. Based on a comprehensive health and education post-disaster assessment developed by the GOG, *Alianzas* rebuilt, furnished, and equipped primary healthcare facilities and schools, and also restored access to water and sanitation systems. USAID-supported efforts complemented the GOG's reconstruction plan; thus all activities were coordinated with the appropriate GOG institutions (*Coordinadora Nacional para la Reducción de Desastres* [National Coordinator for Disaster Reduction CONRED], Ministry of Education (MOE), MOH) to ensure that the government will have the resources to manage and operate health/education facilities rebuilt with USAID resources.

The program followed the following lower-level results (LLR):

LLR 3.1: Schools and education public facilities rebuilt, furnished and equipped.

LLR 3.2: Healthcare facilities rebuilt, furnished and equipped.

LLR 3.3: Water and sanitations systems restoration

Program activities were implemented through the establishment of strategic alliances with other donors, private sector organizations and national and international organizations. By the end of the *Alianzas* project in September 2014, RTI will leverage USAID funding at a rate of 2:1 on the total amount of USG funds received for the reconstruction component, including management costs. All reconstruction activities followed the USAID-approved Environmental Mitigation Plan (EMP) and were planned in safe grounds out of high risk areas.

2. Key Results, Lessons Learned, and Recommendations

Below we summarize the major results, lessons learned, and recommendations under the *Alianzas* Reconstruction program.

2.1 Management Structure

Project team. *Alianzas* implemented this activity from the project office, incorporating management and administrative support from the existing team as well as recruiting additional critical technical and administrative support staff. The Chief of Party, [REDACTED], provided high level oversight and alliance building support to the project. The Operations Manager, [REDACTED], served as overall manager for the component. The Technical Managers for health and education, the monitoring and evaluation (M&E) team, and the Grants Coordinators all provided support for alliance building, monitoring progress, and grants development. *Alianzas* recruited three additional staff to focus on reconstruction for the life of the activity.

- [REDACTED], Reconstruction Supervisor
- [REDACTED], Reconstruction Coordinator
- [REDACTED], Administrative Assistant

Once the reconstruction efforts were underway, [REDACTED] and [REDACTED] assumed primary responsibility for management and oversight of the activities, in conjunction with *Gándara & Asociados*, RTI's construction supervision firm (see below).

RTI office support and oversight. The sourcing processes for the baseline studies, the construction supervision firm, and the construction companies were led by the Operations Manager in collaboration with the Reconstruction Supervisor, with RTI home office oversight provided by [REDACTED], Senior Manager of International Subcontracts and Procurement in the Global Supply Chain (GSC) team, and [REDACTED], Senior Contract Specialist in the International Contracts and Grants (ICG) group. GSC provided regular and significant input into the sourcing process, including but not limited to:

- Setting and validating the request for proposal (RFP) structure
- Scope of work development
- Incorporation of environmental assessment requirements
- Development of evaluation criteria
- Assistance in drafting Recommendations for Award

[REDACTED] and [REDACTED], Senior Supply Chain Specialist, also drafted model subcontracts specific to construction/refurbishment work for inclusion in the RFP. ICG subsequently secured consent for the selected subcontractors from USAID, in accordance with the terms of the CA. As the reconstruction activities neared completion, the GSC team became more heavily engaged in reporting and closeout tasks, including on-site support in March 2012 and again in June 2012.

Baseline study contractor. At project start-up and after a competitive bid process, *Alianzas* contracted the Guatemalan company *Arkonsa* to conduct the baseline study for the 233 locations nationwide reported as damaged by the GOG (see *Section 2.3, Development, Review and Approval of Reconstruction Projects*).

Supervision/oversight contractor. The firm *Gándara & Asociados* received a contract through a competitive bid process to supervise all work performed in the reconstruction component of *Alianzas*. The firm was responsible for ensuring that subcontractors used high quality construction materials and that they complied with proper disposal and management of waste generated by the reconstruction activity (see *Section 2.5, Monitoring of Reconstruction Projects*).

USAID oversight. USAID hired an external supervision company, *Morymor*, to oversee the reconstruction project and provide them with information regarding the work done in the different sites and report on the quality of the materials and construction procedures implemented (see *Section 2.5, Monitoring of Reconstruction Projects*).

Recommendations

- Since the process of building and managing alliances involving private sector partners is unique among development programs and requires significant effort, it is important to have staff on the program team with experience in both technical implementation of reconstruction programs as well as staff with strong private sector partnership-building experience and knowledge of the how to function in a corporate environment. This is critically important with programs that have a short timeline for implementation.

2.2 Alliance Building

Alianzas has learned that successful, sustainable interventions are supported by committed partners and strong community involvement. Under the reconstruction project, *Alianzas* served as a liaison between implementing partners (reconstruction subcontractors and grantees) and funding partners, brokering alliances between organizations that had technical capacity and expertise to implement such projects and potential donors who were interested in supporting school/health post-reconstruction and emergency response-related activities.

To achieve the leveraging objectives, *Alianzas* used the following strategies:

Multi-partner alliances: invite previous partners with expressed interest in emergency response activities to join alliances or partnerships aimed at achieving project objectives. *Alianzas* identified implementing partners who had already been successful with similar projects and were capable of delivering the expected results in a timely manner. Other invited partners acted as donors, providing cash and in-kind resources required to implement interventions, and as subcontractors, performing work on the ground. This strategy has proven effective in a number of *Alianzas* activities, especially when facing time constraints with project implementation.

Corporate sponsors: *Alianzas* requested corporate support for proposed activities, including reconstruction, distribution of materials and equipment, and cash donations. *Alianzas* targeted former and current partner companies that were willing to participate by supporting the initiative financially and/or presenting proposals. Although we had hoped that the Private Sector Advisory Group (PSAG) would be instrumental in communicating private sector priorities and concerns and helping to build important alliances with key industries, businesses, and implementing partners, the appeal to the PSAG partners only resulted in participation of two companies (*Fundación del Azúcar [FUNDAZÚCAR]* and *Fundación TIGO*).

Generation of in-kind resources: Private-sector leveraging includes both cash contributions and in-kind donations. During the negotiation process with funding partners, *Alianzas* also invested time and effort to generate in-kind contributions, such as cement and construction materials. Significant in-kind donations of medical equipment and supplies, water filters, and school furniture helped equip the refurbished facilities.

Fundraising events: *Alianzas* organized certain fundraising efforts to raise awareness and also to engage partners who wanted to be a part of the project by donating time, talents or in kind contributions. These events involved little planning time and no financial resources from

Alianzas but did not generate large sums of money. Some of these activities were concerts by DJ Francis Dávila, *Toke X Guate* concert of Guatemalan bands, *Wakami* bracelets sales and two flea markets. The money from these activities was minimal but it raised the profile of the activity.

Direct solicitation of partners: We held meetings with partners at USAID and at the *Alianzas* offices, inviting all current partners as well as *Alianzas 1* partners. We also visited associations (*Comité de Asociaciones Agrícolas, Comerciales, Industriales y Financieras [CACIF - Coordinating Committee of Agricultural, Commercial, Industrial, and Financial Associations]*, *Centro para la Acción de la Responsabilidad Social Empresarial en Guatemala [CentraRSE - Guatemalan Center for Corporate Social Responsibility]*) at their offices, with their members to present the program and engage support. Staff members also met with individual companies to solicit support.

All *Alianzas* staff members participated in the recruitment of additional reconstruction partners and generation of leverage, which helped us all rally around one activity and work as a team to meet our goals.

Participating partners. The partners that had already social responsibility programs in place were most interested in participating. Moreover, the energy companies (Texaco, *HidroXacbal* and Puerto Quetzal Power [PQP]), telecommunications companies (*TIGO* and *Telefónica*), and Rotary Clubs were the ones that finally invested in the project providing the majority of the reconstruction leverage. The implementing partners and their total sites are shown in **Table 1**, while **Table 2** lists partners who contributed in other ways.

Table 1. Reconstruction Partners

Partner	Number of sites refurbished
<i>Sistemas y Servicios de Ingeniería S.A.</i>	21
<i>Proyectos Modernos de Ingeniería S.A.</i>	22
<i>TIGO</i>	102
<i>FUNDAZÚCAR</i>	5
<i>Fondo Unido Telefónica Citibank</i>	4
<i>Rotary Club Las Américas HidroXacbal</i>	4
<i>Rotary Club Escuintla PQP</i>	5
<i>Rotary Club Escuintla Jaguar Energy</i>	5
Texaco	9
TOTAL	177

Table 2. Other Partners who contributed

Partner	Activity
DJ Francis Dávila	Benefit concert
<i>Toke X Guate</i>	Benefit concert
Project C.U.R.E.	Medical equipment and supplies
Rotary Club Guatemala de la Ermita	Donations of water filters
<i>Radio Cooperación Nacional</i>	Radio spots
<i>Fundación Carlos F. Novella</i> and <i>Cementos Progreso</i>	Donation of cement sacks

Leverage targets. Achieving the goal of 2:1 leverage from the private sector during the original period of performance of the reconstruction program proved to be a challenge, due to the delay between the actual emergency and the initiation of the project. Many potential partners had already begun their own programs to address the emergency, while others lost the initial sense of solidarity and urgency and had turned their attention to other programs. Despite the aggressive alliance building activities from all staff, by the end of the period of performance (March 2012) the program had executed leverage at a rate of slightly over 1:1 (see *Table 4* in *Section 2.6, Results of the Reconstruction Program*). However, the *Fundación TIGO* project that was started as a result of the program committed to a long-term reconstruction effort that will continue through 2014, using leveraged funds. The expansion includes the reconstruction of up to 250 additional schools. Thus, by the end of the project in September 2014, *Alianzas* will leverage USAID funding at a rate of 2:1 on the total amount of U.S. Government funds received, including management costs. This is an excellent example of how the *Alianzas* model can trigger sustainable, long-term investments from local partners.

Recommendations

- An important role of *Alianzas* was to maintain the flow of communication between partners (both public and private) and continuously update them on the status of project development and the approval process, keeping expectations realistic and decision-making timeframes as short as reasonably possible. External communication (e.g., media coverage, websites, and events) is also critical for creating program visibility and ensuring that partners remain informed.
- Successful alliance building must also recognize that each partner has its own mode of operations, and the alliance, within reason, should be flexible and adapt as much as possible to each partner's operating needs. This is relevant not just among funding and implementing partners, but also between alliance partners and USAID – especially in a reconstruction project that must comply with additional environmental and subcontracting regulations.
- Emergency reconstruction projects with a leverage component should be initiated as quickly as possible following the actual emergency, when a sense of need, commitment

and solidarity is highest. This helps the project recruit more partners and higher levels of participation, when energy is highest.

- The most lucrative alliance building activities involved direct corporate sponsorship and donations to the reconstruction efforts. However, the fundraising activities can serve to raise the profile of the activity among the general public. Future programs should carefully consider the benefits of both types of activities and commit staff time accordingly.

2.3 Development, Review, and Approval of Reconstruction Projects

Site selection. The sites were identified primarily by the MOE and MOH, which provided a list of sites that suffered damages due to Tropical Storm Agatha and Pacaya Eruption. The MOE provided a list of 372 schools certified by the National Coordinator for the Reduction of Natural Disasters (*CONRED*), as having damages originated by these events. They received approval to implement infrastructure projects in 427 schools by General Direction of Environmental and Natural Resources (Ministry of Environment and Natural Resources). The MOH received certification of 38 Health Centers from *CONRED*. However, they did not receive the approval of the General Direction of Environmental and Natural Resources. Because of this difference in numbers of sites certified by *CONRED*, the *Alianzas* reconstruction component refurbished significantly more schools than health posts.

In some instances, partners made direct recommendations for sites they wanted to refurbish. *Fundación TIGO*, for instance, decided which sites they wanted based on the areas where they implement other projects and had knowledge of damages suffered. After selecting those sites, we obtained the *CONRED* certification to establish their eligibility.

Baseline study. The study, carried out by *Arkonsa*, documented the damage at each site and mapped each location, which provided the necessary information to quote the work needed. Each study included the following information: site profile with general information, location sketch, Global Positioning System (GPS) coordinates, distribution plant sketch of the site, photographic report with a description of the damages suffered by the center, estimated budget and technical specifications for the work to be performed, and other survey information obtained at the site (environmental considerations, reconstruction considerations, etc). All facilities included in the baseline study were certified by *CONRED* or were in the process of obtaining the certificate. *Alianzas* partners used information obtained from the baseline to develop their projects, present them to their Board of Directors for approval, and execute them.

Environmental mitigation plan (EMP). The first EMP was submitted on February 9, 2011 and approved on February 28, 2011. A second plan with additional sites was submitted in the first quarter of FY2012. The EMP, developed by the Reconstruction team, followed the guidelines established by USAID for implementing partners and USAID's "Environmental Guidelines for Development of Activities in Latin America and the Caribbean". A negative determination with conditions classification was issued to *Alianzas* reconstruction activities involving school repairs

and reconstruction, kitchen and latrine cleaning and construction, as well as rehabilitation of schools and health posts and water and sanitation systems.

The EMP established seven mitigation measures that must be followed during the development of the Reconstruction project:

1. Carefully evaluate all plans and designs to select the best alternative that produce the least amount of waste,
2. Recover all reusable materials and provide a second use to the ones that are still capable of it; dispose of materials in areas where a small risk of contamination of surface and ground water is present,
3. An approved government landfill must be identified near each school and/or Healthcare facilities. It must be used to dispose of materials that are not subject to reuse,
4. Identify possible points of contamination and define procedures on how to protect them,
5. Place signs at the site to properly warn about danger and allow the circulation around the site,
6. Identify alternative ways for pedestrians, motorists or persons with disabilities if necessary,
7. Define the work hours based on surrounding activities to reduce uncomfortable periods for neighbors.

Identification of subcontractors. To identify implementing partners for the reconstruction activities, *Alianzas* published an open call for bids in the newspaper in September 2010. This generated a list of more than 200 companies interested in participating in the process. From this list, an initial selection process was made considering the capabilities of the companies, their experience, their financial situation, etc. Two bid processes were established with this short list of construction companies that submitted their documentation in the first quarter of FY11. The bid processes included the reconstruction and refurbishment of 43 schools and health centers divided into two groups. Fourteen schools and seven health centers were included in Group No. 1, and eleven schools and eleven health centers were included in Group No. 2. For each bid, a request for proposal with its respective scope of work was developed and sent to eleven companies that fulfilled all the requirements established by *Alianzas*.

Proposals were received in March 2011 by the project team and were evaluated based on technical and financial criteria. In some instances, the evaluation resulted in a recommendation to expand the initial scope of work in some sites, since the MOE's original request did not encompass all needs, and the baseline study showed more infrastructure necessities. The selected companies visited all schools and health centers and finally produced a new proposal with an extended scope of work, but still under the required budget for the project. The new proposals were received in April 2011 and sent to the RTI ICG Office, which approved the documentation

and submitted the request for USAID to provide consent. On May 25, the USAID Agreement Officer (AO) provided consent from USAID to subcontract the companies *Sistemas y Servicios de Ingeniería S.A. (SSI)* for Group No. 1 and *Proyectos Modernos de Ingeniería S.A. (PREMISA)* for Group No. 2. The procurement procedure was completed on June 6, when representatives from both companies signed their respective contracts and purchase orders. This allowed the selected companies to prepare the work methodology, detailed work schedule and the required warranties. Both companies submitted all legal documentation including warranty bonds for the fulfillment of their contractual obligations and insurance policies covering risks of loss or damage caused to third parties by the execution of the work by subcontractor.

Grantee Projects. Because of the aggressive leveraging requirements, the majority of the reconstruction activity was implemented through grants to implementing partners, who were then able to directly execute their leveraged funds for reconstruction work. Seven grants were awarded: One standard reimbursement grant (*Fundación TIGO*) and five simplified cost-reimbursement grants (Texaco, Rotary Club *Las Américas*, Rotary Club of Escuintla [2 grants], *FUG* and *FUNDAZÚCAR*). As of June 30, five of the seven grants have been closed. Rotary Club *Las Américas* is expected to close at the end of July 2012 and *Fundación TIGO* is scheduled to complete in December 2013.

These partners then issued their own subcontracts for the construction work. All subcontracts to grantees were submitted to USAID for consent.

- *Millennium Schools Program from Fundación TIGO.* *Fundación TIGO* worked in the departments of Huehuetenango, Sololá, Escuintla, San Marcos, Santa Rosa, and Quiché to refurbish 102 sites during the project's period of performance. As noted above, an additional 250 schools will be refurbished during the years 2012–2014.
- *FUNDAZÚCAR.* Under this grant, five health care facilities in the department of Escuintla were rebuilt and medical equipment and supplies were provided in conjunction with Project C.U.R.E.
- *Fondo Unido Guatemala (FUG).* Four schools in the department of Sololá were refurbished with support from *Fundación Pro Niño – Telefónica* and Citibank. These schools suffered severe damage by tropical storm Agatha and are located in rural areas where assistance by the Guatemalan Government is limited.
- *Rotary Club Escuintla* developed two projects for the reconstruction and refurbishment of five schools and five health centers in the department of Escuintla, with Puerto Quetzal Power and Jaguar Energy as the funding partners.
- *Rotary Club Las Américas* worked on a reconstruction project that involved reconstruction and refurbishment of three schools and one health center in the department of Quiché. *Hidroeléctrica HidroXacbal S.A.* served as the funding partner.
- *Texaco* refurbished nine sites in Chimaltenango, Escuintla, Izabal, and Guatemala in partnership with *Club Rosario Del Valle*.

Other partners. Some partners contributed to the program separate from the formal grants and subcontracts. For example, a memorandum of understanding was signed between Project C.U.R.E., FEDEX, the Rotary Club of Escuintla and *Alianzas* to bring two 40-foot shipping containers with customized medical supplies and equipment for health posts refurbished in this project as well as other health posts. Additionally, *Fundación Carlos F. Novella* through *Cements Progreso* donated 2,000 sacks of 100 pounds of cement each for the reconstruction process.

Annex A contains a list of all of the sites that were refurbished by partner and location, while *Annex B* shows a map of all sites.

Recommendations

- Although RTI and USAID had systems established prior to award for the development and approval of alliance projects, in practice, the team had to remain flexible and responsive as they learned what this innovative program needed. Due to the program's scale and short timeline, as well as the number of involved stakeholders, the *Alianzas* team needed to be quick to adapt new procedures and guidelines when necessary. Many of the program's systems and processes had to be revised and adapted as the program progressed, much of which happened simultaneously with implementation. This flexibility and adaptability was crucial.
- Partners should also make an effort to understand each other's internal processes. Understanding the budget cycles, annual planning and approval systems, and operating timeframes of other partners can reduce potential misunderstandings and lead to smoother alliance development and project planning. For example, future projects should ensure that grantee partners clearly understand that their subcontracting companies will be subject to the same requirements from USAID as the direct subcontractors. Waiting for USAID consent added an administrative step that created some frustration on the part of the implementing partners, who were funding a large portion of the work themselves and were anxious to launch their projects.
- There should have been more collaboration at the outset between the Guatemalan government (*CONRED* et al), our firm doing the baseline studies, and the various school and health center officials. On many/most of the sites, the construction firms talked with the local communities to determine their most urgent and compelling needs. Those needs should have been captured in the baseline study such that each budget would have more clearly matched the needs of each site.
- For future reconstruction projects, the scope of work should be clearly defined at the outset and understood by all parties. This project was intended to address damage related only to the two natural disasters, and was not meant to completely rehabilitate entire schools or health posts. Many of the sites could have benefitted from other repairs or even new construction. It may be useful to consider an expanded scope for future programs to ensure that the approach can be tailored to the needs of each site.

2.4 Management of Alliance Projects

Partner training. All implementing partners participated in the standard *Alianzas* partner trainings. *Alianzas*/Guatemala provided assistance in the development of alliance concepts and the design of projects, including how to structure a project, create key activities and indicators, and develop a full project budget. Most partners were also provided with financial management training on how to prepare invoices, keep financial documentation to support invoices, and produce financial expenditures reports, detailing approved budgets and expenditures. *Alianzas* provided training to implementing partners on USAID financial regulations, giving them the opportunity to learn effective financial procedures that enhance compliance, accountability, and transparency among their projects. In addition, financial visits were carried out to all grantees to ensure compliance with USAID and RTI procedures. Some grantees had weak financial controls; during these visits internal procedures, record keeping and financial management guidelines were reviewed. Partners were coached and financial skills strengthened.

Reporting. All reconstruction projects were required to submit quarterly technical and financial expenditure reports to RTI. Technical reports contained information about the alliance project activities, achievements, and challenges faced each quarter, as well as M&E data. Financial reports detailed the line-item leverage contributions made by each alliance partner and the line-item expenses using USAID funds during each quarter.

Certification of leveraging was an essential component of the program, especially since the amount of funds leveraged was one of the key indicators of success. It was important to quantify how much cash and in-kind resources were provided by partners, and to provide adequate documentation in case of an audit. Grantees presented their quarterly financial reports with corresponding leverage figures, although some partners were not always timely with their submission of leveraging certification. Such delays forced *Alianzas* to present conservative figures for executed leverage each quarter, which lagged behind actual implementation.

Tracking and closeout. The Alliance Project Tracker was designed by *Alianzas* for internal planning purposes. It provided a snap shot of key information on all program grants, such as implementing and funding partners, cash and in-kind contributions, project start and end dates, and expenditure data. Although the tracker is not an official reporting instrument, it was an excellent tool for internal planning. *Annex C* contains the Grants Tracker tool that RTI developed to manage reconstruction activities in Guatemala.

Grant close-outs required grantees to submit final technical and financial expenditure reports, covering the life of their respective alliance project. In addition to these reports, grantees submitted certification of completion and delivery of all products, and verification that there was no pending financial obligation. This documentation, as well as the final audited financial expenditure report and the completed Grant Closeout Checklist, was submitted to RTI's ICG office for official close-out. The two remaining grants will follow the same procedures for closeout upon completion.

Recommendations

- The implementation timeline should take into consideration potential delays due to weather. The rainy season started in quarter three of FY11 with heavy rains all over the country, causing extensive damages to the roads and bridges and slowing down the reconstruction process, especially in some areas in the departments of Huehuetenango, Santa Rosa and Escuintla. This caused some significant delays and was a contributing reason for the request for a no-cost extension of the reconstruction component.

2.5 Monitoring of Reconstruction Projects

Supervision firm. In quarter three of FY11, the firm *Gándara & Asociados* received a contract through a competitive bid process to supervise all work performed in the reconstruction component of *Alianzas*. The site visits began in July 2011 to the schools and health care facilities that were already finished and the ones that were in process at that time. By the end of June 2012, more than 400 site visits had been completed (see *Table 3*). Staff from *Gándara & Asociados* participated in the weekly meetings with the direct subcontractors of *Alianzas* and other reconstruction partners to coordinate the site visits, review progress and determine corrective actions when needed. The supervision subcontract included follow-up and final reception and approval of 168 sites during the project’s period of performance, while an additional nine sites—those reconstructed under the *Club Rotario del Valle/Texaco Grant*—were visited after March 2012. *Gándara & Asociados* also provided additional follow-up and supervision in response to the external evaluation conducted by *Morymor* through USAID (see below).

Table 3. Summary of Site Visits Conducted by *Gándara & Asociados*

Partners	Number of sites	Total Visits
<i>Sistemas y Servicios de Ingeniería S.A.</i>	21	27
<i>Proyectos Modernos de Ingeniería S.A.</i>	22	52
<i>Fundación TIGO</i>	102	282
<i>FUNDAZÚCAR</i>	5	15
<i>FUG TELEFÓNICA Citibank</i>	4	10
Rotary Club <i>Las Américas HidroXacbal</i>	4	11
Rotary Club Escuintla PQP	5	15
Rotary Club Escuintla Jaguar Energy	5	20
Texaco Rotary Club Del Valle	9	5
TOTAL	177	437

Alianzas M&E team. The role of the M&E team in reconstruction activities focused on verifying the quality of the data gathered by the supervision firm and partners and assessing the underlying data management and reporting systems for standard program-level output indicators. They also gave support in the development and implementation of forms for control and monitoring of data (in terms of number of beneficiaries, classrooms, kitchens, etc.)

Evaluation from *Morymor*. USAID hired an external supervision company, *Morymor*, to oversee the reconstruction project and provide them with information regarding the work done in the different sites and report on the quality of the materials and construction procedures implemented. The supervision took place in three waves, visiting a total of 97 sites and revisiting 3 sites refurbished by the *Alianzas* Reconstruction Project. Overall, The USAID supervision documented how appreciative many communities were of USAID’s work, and that the outcome of the reconstruction program was well received given the many needs in rural communities. According to a letter from *Morymor*, “the people at the centers are incredibly grateful to the USG and USAID for the invaluable work done. In their own words, the help that was offered and materialized could not have come from the local government. Also the quality of work done is good and in our opinion serves the purpose of the investment.”

The supervision report also indicated that in some sites there were issues to be addressed, consisting mainly of needed repairs, such as water leaks, broken windows and lighting fixtures, painting problems and others. The report indicated that “all problems identified in these reports could easily be fixed if actions are taken as soon as possible.”

The *Alianzas* technical team and reconstruction supervision company took the necessary actions to make all repairs indicated in *Morymor*’s reports to ensure full compliance with USAID requirements. As of mid-June, *Alianzas* was still verifying that a few of the problems had been resolved by the construction companies. A final follow-up report incorporating USAID’s remaining concerns on the first two reports will be submitted in July 2012.

Recommendations

- The external evaluation process could have been streamlined by aligning *Morymor*’s scope of work the objectives of the project. In this case, the scope of work for *Morymor*’s firm was to determine the problems in the schools and health care facilities reconstructed by *Alianzas*, not to check and validate the work actually done by *Alianzas*. In addition, the firm should be provided with all data related to the project implementation. In this case they were only allowed to receive the list of work done in each site, without knowing the amount of money invested, the contract made between *Alianzas* or our partners with the reconstruction company, or the technical specifications of our work. This information was never requested from the *Alianzas* team, but if used, could have facilitated the evaluation process and reduced the amount of findings. Additionally, *Morymor*’s activities should have been conducted in conjunction with the supervisory firm and the construction companies. Too often they inspected a site weeks or months after the work was done and accepted, and blamed theft or wear-and-tear that had occurred post-acceptance on RTI.

- The delay in completion of the external evaluation has made it difficult for the project to continue needed oversight and monitoring, both on the handful of issues remaining from the *Morymor* reports, and on the continuing leverage work being done by our partners. Following up on these issues will result in the project incurring some additional management costs under the core funding.
- The scope of work for reconstruction should clearly define the programs continuing obligations vis-à-vis the reconstructed sites. The one-year warranty provision clearly established a time frame within which *Alianzas* and the various construction firms would need to address warranty issues, but the program has consistently been asked to perform work in the warranty period that is not, and should not be, covered under any warranty (i.e., items damaged through normal wear-and-tear, items that were stolen, faulty structures that were not reconstructed under this project, etc.). Fortunately in many cases the partners have covered this additional work. In future programs, additional funding should be set aside to cover repairs not contemplated in the original scope that would not ordinarily be covered in any construction-related warranty.

2.6 Results of the Reconstruction Program

Alianzas M&E indicators were focused on measuring cash and in-kind leveraging performance and the number of people benefited by reconstruction activities, not on determining impact. The grants tracker in *Annex C* presents detailed information by grant and subcontract on *Alianzas* leveraging performance and expenditures. *Table 4* provides a summary of all leverage, including additional executed leverage which was not tied to a specific grant or subcontract. Results related to the *Alianzas* performance monitoring plan (PMP) are included in *Annex D*.

Table 4. Summary of Leveraging Performance

Alliance Targets	Private Sector Cash Funds	Private Sector In-kind Funds	Total Leverage	Total USAID Funds	Total Value of Alliance Projects	Leverage Ratio
Required in the Cooperative Agreement	\$4,380,000	\$4,380,000	\$8,760,000	\$4,380,000	\$13,140,000	2:1
Leverage Committed by all <i>Alianzas</i> partners	\$7,886,124	\$2,272,080	\$10,158,204	\$4,380,000	\$14,538,204	2.3:1
Executed Leverage through May 30, 2012	\$3,162,002	\$1,723,777	\$4,885,780	\$4,380,000	\$9,265,780	1.1:1

The majority of reconstruction work focused on repair and replacement of roofs, walls, and floors, as well as related painting (see *Table 5*). Many sites required the repair or replacement of water and sanitation facilities (including sinks and toilets), doors, windows, and light fixtures. Additionally, sites received significant donations of materials and equipment. To provide some concept of the overall magnitude of the work, we installed approximately 42,000 square meters (m²) of new roofing, 162,000 m² of paint, 16,000 m² of new walls, 12,000 m² of new floors, 1,106 new doors, 1,939 new lamps, 690 new toilets and 104 sinks.

Table 5. Summary of the investment per construction line item

ITEM	COST	% of TOTAL
Roofs	Q19,818,499	41.58%
Painting	Q3,833,586	8.04%
Water and sanitation installations	Q2,157,337	4.53%
Windows	Q2,167,086	4.55%
Doors	Q2,113,570	4.43%
Bricklaying	Q12,752,492	26.76%
Lighting	Q1,598,731	3.35%
Other items	Q3,220,023	6.76%
TOTAL	Q47,661,327	100.00%

Source: Gandara & Asociados

The 149 schools in the reconstruction component served a population of 38,822 students in all three levels of education (pre-primary, primary, and lower secondary). Most of the students were in the primary level (87%) followed by pre-primary level with 12% and lower secondary with 1%.

The 28 refurbished health centers were located in eight departments, covering a total of 160,446 people within the catchment area of the sites. The largest percentage of health beneficiaries (35%) was in the department of Guatemala, followed by Escuintla with 22% and Huehuetenango and Jutiapa with 14% each.

3. Conclusions

The *Alianzas* reconstruction program demonstrates that public-private alliances can be successfully built and leverage significant funding for refurbishment of health posts and schools. The feedback from the communities in which the reconstruction work was done was almost universally positive. School officials, Health Center Directors, and other community members consistently praised the work that was done. The head of *Morymor* felt that USAID should have gotten more publicity for the reconstruction effort, as it was the only major international aid organization to make a significant investment following these two natural disasters. The reconstruction program was successful in completing the reconstruction of 177 sites and securing a leverage ratio of more than 2:1 for the life of the *Alianzas* project, in a program that benefitted nearly 200,000 Guatemalans.

Annex A: Reconstruction Project Sites

Health Centers

No.	Department	Municipality	Localization	Partner
1	Chimaltenango	Zaragoza	Zaragoza	Alianzas Premisa
2	El Progreso	El Jícaro	Aldea El Paso de los Jalapas	Alianzas Premisa
3	Escuintla	Escuintla	9a. Calle 0-75, Colonia Izcuintlán	Fundazúcar
4	Escuintla	La Gomera	Aldea Sipacate	Fundazúcar
5	Escuintla	Siqinalá	Siqinalá	Fundazúcar
6	Escuintla	La Gomera	Aldea Chontel	Fundazúcar
7	Escuintla	La Gomera	Aldea Texcuaco	Fundazúcar
8	Guatemala	Guatemala	7a. Av. 10-20, Zona 13	Alianzas SSI
9	Guatemala	Guatemala	26 Calle 5-43, zona 3	Alianzas SSI
10	Guatemala Nor Oriente	Chinautla	Aldea Santa Cruz Chinautla	Alianzas SSI
11	Huehuetenango	Huehuetenango	Centro de Salud Sur	Alianzas SSI
12	Huehuetenango	Jacaltenango	San Marcos Huista	Alianzas SSI
13	Huehuetenango	Jacaltenango	Aldea La Laguna	Alianzas SSI
14	Jalapa	Mataquescuintla	Aldea San Miguel	Alianzas Premisa
15	Jutiapa	Asunción Mita	Nueva Estanzuela	Alianzas Premisa
16	Jutiapa	Jalpatagua	Azulco	Alianzas Premisa
17	Jutiapa	Jutiapa	Valencia	Alianzas Premisa
18	Jutiapa	Moyuta	Garita Chapina	Alianzas Premisa
19	Jutiapa	Moyuta	Pedro de Alvarado	Alianzas Premisa
20	Quiché	Chichicastenango	Caserío Agua Escondida, aldea Chupol	Alianzas Premisa
21	Quiché	Chajúl	Aldea Xamoxan	Club Rotario de las Americas Hidro Xacbal
22	San Marcos	Ixchiguán	Ixchiguán	Alianzas SSI
23	San Marcos	San Miguel Ixtahuacán	Aldea Sicabé Bella Vista	Alianzas SSI
24	Escuintla	Masagua	Aldea Obero	Club Rotario Escuintla JAGUAR
25	Escuintla	Masagua	Aldea San Miguel Las Flores	Club Rotario Escuintla JAGUAR
26	Escuintla	Masagua	Aldea Cuyuta	Club Rotario Escuintla JAGUAR
27	Escuintla	Masagua	Aldea las Guacas	Club Rotario Escuintla JAGUAR
28	Escuintla	Masagua	Aldea El Milagro	Club Rotario Escuintla JAGUAR

SCHOOLS

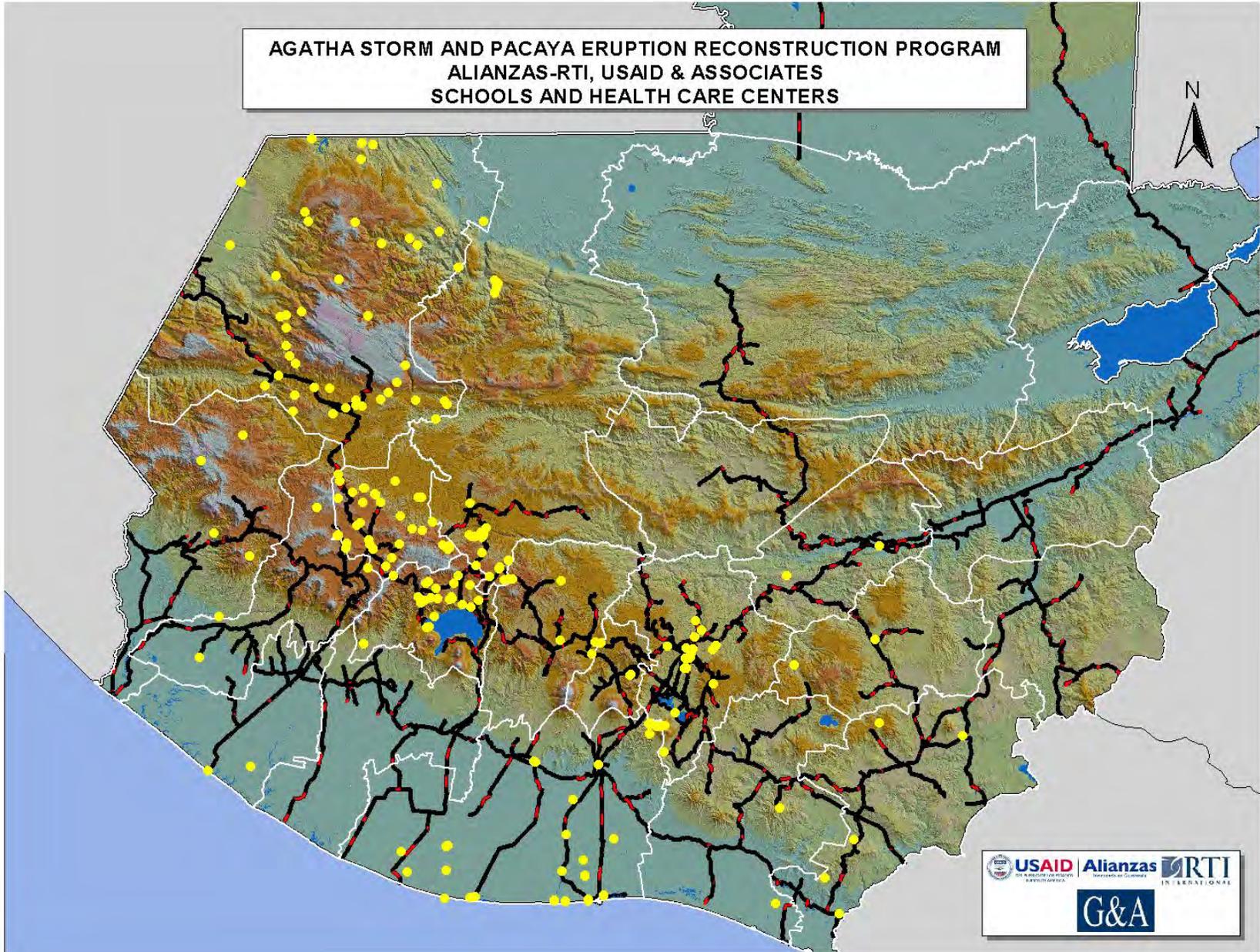
No.	School Name	Partner	Department	Municipality
1	EORM Zona 7 Eucaliptos	Tigo	Huehuetenango	Huehuetenango
2	EORM Aldea Ocuñila, Cantón La Barranca	Tigo		
3	EORM Hojarazcas del Río, Aldea Chimusinique	Tigo		
4	EORM Aldea Suquillique	Tigo		
5	EORM Aldea El Terreno, Cantón Cerrito de Maíz	Tigo		
6	EDUM Oscar González Recinos, Santa Cruz Barillas	Tigo		Sta Cruz Barillas
7	EORM San Geronimo	Tigo		
8	EORM Aldea Djo de Agua Chancolín	Tigo		
9	EORM Cantón Naranjales Aldea San Antonio	Tigo		
10	EORM Cantón Tres Nuca	Tigo		Santa Eulalia
11	EORM Aldea Yalabá	Tigo		
12	EORM Aldea Cocolá Grandre	Tigo		
13	EORM Aldea Ixcanacl	Tigo		San Rafael La Independencia
14	EORM Aldea Ixquisis	Tigo		San Mateo Ixtatán
15	EORM Aldea Jolontenam o Aldea Julia	Tigo		
16	EORM Aldea Yolcuiltac	Tigo		
17	EORM Aldea El Poblado o Aldea Santa Rosa	Tigo		
18	EORM Aldea Yalanhuitz	Tigo		
19	EORM / COPB Anexa a EGURM San Mateo Ixtatán	SSI/PREMISA		
20	EORM Aldea Cotzancanaj	Tigo		San Miguel Acatán
21	EORM Aldea Tzuntelaj	Tigo		
22	EORM Caserio Solomku, Las vegas, Aldea Coya	Tigo		
23	EORM Caserio Las Flores, Aldea Incoop	Tigo		
24	EORM Caserio Loma Bonita, Aldea Poza	Tigo		
25	EORM Monterrey, Aldea Sachan	Tigo		San Juan Ixcay
26	EORM Aldea Santa Eloisa Xicamil	Tigo		
27	EORM Caserio Chenguaj, Aldea Xopacaj	Tigo		
28	EORM Caserio Bajanchaj, Aldea Tocal	Tigo		
29	EORM Aldea Kinimi	Tigo		
30	EORM Caserio Ticán, aldea San Martín	Tigo		Todos Santos Cuchumatán
31	EORM Caserio Tujkya, Aldea San Martín	Tigo		
32	EORM Caserio Tujtzom, Aldea Mash	Tigo		
33	EORM Caserio Chanjón y Valenton 2 Aldea San Martín	Tigo		
34	EORM Aldea Chalhuitz	Tigo		Aguacatán
35	EORM Cantón Los Alisos, aldea El Manzanillo	Tigo		
36	EORM Caserio La Barranca, El Pericón, Aldea El Pericón	Tigo		
37	EORM Aldea Patzalan	Tigo		
38	EORM Caserio Chulkankab, aldea Llano del Coyote	Tigo		
39	EORM Caserio Río Blanco La Vega	Tigo		
40	EORM Aldea San Antonio El Orégano Caserio los	Tigo		Santa Barbara
41	EORM Aldea Cantzela	Tigo		
42	EORM Tintonel, aldea Tojcail	Tigo		
43	EORM Caserio Tojchun, aldea Tojchiguel	Tigo		
44	EORM Caserio Tojchun, aldea Cruz Quemada	Tigo		

No.	School Name	Partner	Department	Municipality	
45	EORM Aldea Yalcastán, Buena Vista	Tigo		Nenton	
46	EORM Aldea Río Jordán	Tigo		Colotenango	
47	EORM Caserío Tuitzquián, Aldea kemal	Tigo		San Gaspar	
48	EORM Aldea La Cumbre	Tigo		Santiago Chimaltenango	
49	EORM Aldea Bella Vista	Tigo		San Juan Atitán	
50	EORM Caserío Tuisma-ché	Tigo		San Sebastián	
51	EORM Caserío Tuiscacal, aldea Cuate	Tigo			
52	EORM / COPB Anexa a EORM, Aldea Palajachuj	SSI/PREMISA			
53	EORM Monte Carmelo, Guatemala	Texaco	Guatemala		
54	EOUM Escuela Laboratorio No.1 'Raymond H. Rignall', 12 Av. 'B' 8-41 Zona 2	SSI/PREMISA			
55	EOUM No. 82 Rubén Villagrán Paul, 18 AVE. 26-15 Proyecto 4-3, Zona 6	SSI/PREMISA			
56	EOUM NO. 619, LOTE 1 Manzana 7 Cantón, Jaquay Canalitos, Zona 17	SSI/PREMISA			
57	EOUM No. 618 'Héctor Nulia Arreaga', Aldea Canalitos Manzana 78, Lote 5, Cantón El Porvenir, Zona 24	SSI/PREMISA			
58	EOUM 'República de Panamá', Av. Hincapié 27-00 Zona 13	SSI/PREMISA			
59	EORM 'Adrián Morales', Aldea Los Pocitos	SSI/PREMISA		Villa Canales	
60	EOOP No. 46, Colonia El Tesoro	Texaco		Mixco	
61	EORM La Polvillera	Texaco			
62	EORM Calderas, Calderas	Texaco			
63	EORM San Antonio El Pepinal	Texaco		Amatitlán	
64	EORM 'Francisco Guzmán', Aldea Tacatón	SSI/PREMISA			
65	EORM San Miguel Milpas Altas	FUG		Sacatepéquez	
66	EORM San Miguel Morazán	Texaco		Chimaltenango	El Tejar
67	EOUM San Miguel Sulecio Morales	Texaco			Parramos
68	EOUM Cantón La Unión	SSI/PREMISA	San José Poaquil		
69	EORM Caserío Chuatacáaj 2	SSI/PREMISA			
70	EOOP Natalia Borís Vda de Morales	Texaco	Izabal	Puerto Barrios	
71	EOUM Colonia Linda Vista, Jalapa	SSI/PREMISA	Jalapa	Jalapa	
72	EORM Aldea San Antonio Miramar Moyuta	SSI/PREMISA	Jutiapa	Moyuta	
73	EORM / COPB Coatepeque	SSI/PREMISA	Quetzaltenango	Coatepeque	
74	EORM Cantón Chicuaá II	SSI/PREMISA	Quiché	Chichicastenango	
75	EORM Cantón Chichmá	Tigo			
76	EORM Cantón Chumal I	Tigo			
77	EORM Cantón Pazibal	Tigo			
78	EORM Cantón Paquixic	Tigo			
79	EORM Cantón Chupol	Tigo			
80	EORM Cantón Chuguezá	Tigo			
81	EORM Cantón Viva	Tigo			
82	EORM Cantón Chumíná	Tigo			
83	EORM Cantón Sequilla Primero	Tigo			
84	EORM Cantón Chutzorop I	Tigo			
85	EORM Cantón Agua Escondida	Tigo			
86	EORM Cantón Chucam	Tigo			
87	EORM Comunidad Flavio Rodas (2a. Av. 1-16)	Tigo			

No.	School Name	Partner	Department	Municipality	
88	EORM Cantón Camanchaj	Tigo			
89	EQUM Barrio El Norte B Avenida Calle 2-12 z2	Tigo		Santa Cruz	
90	EORM Aldea Ilo, Chajul, Quiché	Hidroxacbal		Chajul	
91	EORM Aldea Sotzil, Chajul, Quiché	Hidroxacbal			
92	EORM Aldea Chei, Chajul, Quiché	Hidroxacbal			
93	EQUM Barrio Guayacan, Champerico	SSI/PREMISA	Retalhuleu	Champerico	
94	EORM Sector 1 Aldea El Bojona, Municipio de San Marcos	Tigo	San Marcos	San Marcos	
95	EORM Cantón Ojo de Agua, Aldea San Andrés Chápi, San Pedro Sacatepéquez, San Marcos	Tigo		San Pedro Sacatepéquez	
96	EORM / COPOB Aldea San Jorge Sintaná, San Marcos	SSI/PREMISA		El Quetzal	
97	EORM Caserio San Luis	Tigo	Sololá	Panajachel	
98	EORM Caserio Tzalá	Tigo		Nahualá	
99	EORM Aldea Pujujil 3, Caserio Las Trampas, Nahualá	SSI/PREMISA			
100	EORM Caserio Tzamabaj, Aldea Palacal, Nahualá	SSI/PREMISA		Sololá	
101	EORM Caserio El Oratorio, Cantón Chaxic	Tigo			
102	EORM Aldea San Jorge La Laguna	Tigo			
103	EORM Cantón Chuaxic	Tigo			
104	EORM Xibalbay	Tigo			
105	EORM Caserio Los Yaxon	Tigo			
106	EORM Aldea El Tablón, Caserio el Potrero Sololá	SSI/PREMISA			
107	EORM Caserio La Unión, Aldea Argueta, Sololá	SSI/PREMISA			
108	EORM Chichimuch, Santa Lucía Utatlán, Sololá	FUG			Santa Lucía Utatlán
109	EORM Caserio Xesampual, Cantón Chuchexic, Santa Lucía Utatlán	FUG			
110	EORM Paraje Los Mantanales	FUG		San José Chacayá	
111	EORM Caserio Las Minas	Tigo		San Pedro La Laguna	
112	EORM Caserio Chuazanai	Tigo		Santa Lucía Utatlán	
113	EORM Cantón Pacucha, Save 7-23 Z1	Tigo			
114	EORM Casco Urbano Santa Lucía Utatlán	Tigo			
115	EORM Casco Urbano Santa Lucía Utatlán	Tigo			
116	EORM Caserio Pacorral, Cantón Pamezabal	Tigo			
117	EORM Caserio Tierra Linda, Cantón Pamezabal	Tigo			
118	EORM Paraje Vista Hermosa 97, Cantón Pamezabal	Tigo			
119	EORM Ciénaga Grande, Cantón Chuchexic	Tigo			
120	EORM CASERIO XEQUIAC Y PARRAGANA, ALDEA NIMASAC	Tigo	Totonicapán		
121	EORM ALDEA VASQUEZ	Tigo			
122	EORM PARAJE PAIMUT CANTON TZANIXNAM	Tigo			
123	EORM ALDEA TZANIXAM PARAIES CHUICAJA, XECAJA Y PAPIERTA	Tigo			
124	EORM PARAJE PATZUTZIC SAN DIEGO ALDEA TZANIXNAM	Tigo			
125	EORM PARAJE XEGUACHIBAL ALDEA TZANIXNAM	Tigo			
126	EORM CANTON XESUC	Tigo		San Cristóbal Totonicapán	
127	EORM ALDEA NUEVA CANDELARIA	Tigo		Momostenango	
128	EORM CASERIO CANQUIXAJÁ ALDEA XEQUEMEYA	Tigo			
129	EORM PARAJE PACOXLUX BARRIO SANTA ANA	Tigo			
130	EORM / COPOB Anexo a EORM Aldea San Vicente Buenabaj	SSI/PREMISA			
131	PARAJE PACHILAJ ALDEA TACAJALVE	Tigo	San Francisco El Alto		

No.	School Name	Partner	Department	Municipality	
132	EOM SAN BARTOLO AGUAS CALIENTES	Tigo		San Bartolo Aguas Calientes	
133	EORM y COPB Anexa a EORM Paraje Pacholio	SSI/PREMISA		Santa María Chiquimula	
134	EORM San José La Empalizada	Texaco	Escuintla	La Gomera	
135	EORM Aldea Linares, Puerto de San Jose, Escuintla	PQP		Puerto de San José	
136	EORM Aldea Campamento La Barrita, Puerto de San José, Escuintla	PQP			
137	EORM Barrio El Embarcadero, Puerto de San José, Escuintla	PQP			
138	EORM Colonia Linda Mar, Puerto de San José, Escuintla	PQP			
139	EORM Aldea Puerta de Hierro, Puerto de San José Escuintla	PQP			
140	EORM Trocha 8 Calle 11. San José el Flor	Tigo		Nueva Concepción	
141	EORM Trocha 6, Calle Chicalés	Tigo		San Vicente de Pacaya	
142	EORM Aldea Concepción El Cedro Lote 193	Tigo			
143	EORM San Francisco de Sales	Tigo			
144	EORM Aldea el Patrocinio	Tigo			
145	EORM Fernando Cruz 3 Ave. Calle Esquina Cantón La Claridad	SSI/PREMISA			
146	EORM Prof. Emilio Estuardo Ronquillo Pineda 4 Avenida y 13 Calle Cantón La fe	SSI/PREMISA			
147	EORM 1 Ave. Y 10 Calle Cantón Santa Cruz	SSI/PREMISA		Santa Rosa	Chiquimulla
148	EORM Aldea las Pozas	Tigo			Santa María Ixtahuacan
149	EORM Aldea Estanzuela	Tigo			

Annex B: Reconstruction Project Map



***Annex D: Reconstruction Performance
Monitoring Plan Results***

Table D-1: Reconstruction Indicators and Results

Indicators	LOP Target	Program results	Relation to target
LLR 3.1. Schools and education public facilities rebuilt, furnished and equipped			
Number of schools rebuilt, repaired, fully furnished and with all needed services working properly.	120	149	124%
Number of children and youth with access to a safe and healthy school.	26,000	38,822	149%
Comments: The targets of the reconstruction program were estimated based on USAID funds for this component. The additional funding available from partner leverage such as <i>Fundación TIGO</i> was not foreseeable when targets were established.			
LLR 3.2. Healthcare facilities rebuilt, furnished and equipped			
Healthcare facilities rebuilt, repaired, fully furnished and with all needed services working properly.	100	28	28%
Comments: The process of negotiation with different partners evidence the relatively low interest to invest in health care facilities reconstruction and equipment. In addition, the MOH did not pursue <i>CONRED</i> certification as aggressively as the MOE, resulting in fewer sites that qualified for refurbishment.			
LLR 3.3. Water and sanitations systems restoration			
Number of water systems restored.	50	177	354%
Number of sanitation systems restored.	50	177	354%
Comments: Partner leverage was not foreseeable when the targets were established. Today, all reconstruction sites (both schools and health posts) include the restoration of water and sanitary systems.			

Table D-2: Reconstruction program contributions to other *Alianzas* PMP indicators

<i>Alianzas</i> education indicators	Results related to reconstruction
Number of children and youth with access to improved learning opportunities	38,822
Number of learners enrolled in USG-supported pre-primary schools or equivalent non-school based settings	4,770
Number of learners enrolled in USG-supported primary schools or equivalent non-school based settings	33,761
Number of learners enrolled in USG-supported secondary schools or equivalent non-school based settings	291
Number of classrooms repaired with USG assistance.	544
Number of school bathrooms or kitchens repaired with USG assistance.	627
<i>Alianzas</i> Health indicators	Results related to reconstruction
Liters of drinking water disinfected with USG-supported point-of-use treatment products.	3,315,060

Table D-3: Summary of results by partner

INDICATOR / PROJECT NAME		Texaco	TIGO	SSI and PREMISA	FUG	Rotary Club Escuintla	Rotary Club Las Americas	Fundazucar	CUMULATIVE TOTAL
LLR 3.1 Schools and education public facilities rebuilt, furnished and equipped									
	Number of schools rebuilt, repaired, fully furnished and with all needed services working properly.	9	102	26	4	5	3	0	149
	Classrooms	37	160	276	29	28	14	0	544
	Bathrooms	47	276	161	4	18	9	0	515
	Kitchens	5	87	18	0	2	0	0	112
	Escritorios	100	0	0	0	0	0	0	100
	Number of children and youth with access to a safe and healthy school.	3,979	21,106	9,924	1,102	1,179	1,532	0	38,822
	Male	2,188	10,520	4,766	600	558	789	0	19,421
	Female	1,791	10,586	5,158	502	621	743	0	19,401
LLR 3.2 Healthcare facilities rebuilt, furnished and equipped									
	Healthcare facilities rebuilt, repaired, fully furnished and with all needed services working properly.	0	0	17	0	5	1	5	28
LLR 3.3 Water and sanitations systems restoration									
	Number of water systems restored.	9	102	43	4	10	4	5	177
	Number of sanitation systems restored.	9	102	43	4	10	4	5	177