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An Assessment of the
Salvation Army's Housing Project in
Tecpan, Guatemala and
Other Related Projects

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SALVATION ARMY
ASSESSMENT OF THE HOUSING PROJECT
IN TECPAN, GUATEMALA

January, 1980

The assessment of the Tecpan Salvation Army Housing Project began on January 10 and was completed January 17, 1980. January 16 and 17 were spent in Tecpan and various segments of other days were spent in Guatemala City with Captains Melton, officers in the Capital. An earlier date, October 22, 1979, I had spent in Tecpan at the Municipal Building gathering demographic data about the families who had received housing assistance.

Purpose of the Assessment

The chief purpose of this consultation was to assess the recipient's evaluation of the Salvation Army housing project in Tecpan, Guatemala. A secondary purpose was to gather information about substantive Salvation Army projects that had been initiated in relation to the housing project. Last, recommendations regarding future projects were to be made based upon the assessment findings.

Background Information about Guatemala

Guatemala, the largest of the Central American countries, is today a developing Republic. Its long history includes the high achievements of the Mayan peoples whose complex society rivaled those of Europe around 300-900 A.D. Many scholars have tried to understand the mystery of the rise and fall of these advanced New World civilizations. Records of these people are found in the highly complex hieroglyphics on the stelae of great Mayan centers such at Tikol and Copan and the archaeological findings. The recorded history is vague until the coming of the Spanish Conquistadores with Alvarado's army in 1521 A.D. Alvarado's army found strong resistance among the Mayan tribes. Isolated in the nearly perpendicular mountainous valleys, the Mayans guarded their treasured territory with conviction and bravery. Instilled in the present-day inhabitants is a strong sense of pride, courage and independence.

The indigenous population inter-married with the Spanish conquerors, thus blending the two populations. A person with a combined inheritance is called Ladino and those

without it are termed Indian, Largely, the Ladino has more access to social and economic mobility, whereas the Indian remains fairly isolated in his mountain home cultivating his corn fields. The Indian often has no legal access to the lands he cultivates. Most of the country's wealth is held in Ladino hands. The Indian is often stereotyped as being ignorant and timid but a hard worker, a good parent, and having a stable home-life. In contrast, the Ladino is characterized as being urban, arrogant, better educated, and with an unstable family life. These stereotypes are starkly different and in them lay basis for the sometimes strained social relationships between the groups, and as the two ethnic groups have become more equal (43% Indian and 57% Ladino, Census 1973) in proportion, the friction has become more visible.

However, within the past two years, the social unrest in the Republic of 5,800,000 persons (1974) has been concerned with unequal distribution of wealth. Class strife supported by right and left ideologies has heightened awareness to these underlying differences.

Although the focus of this assessment was not on social unrest, it behooves the researcher to understand the historical perspective in examining each phenomenon, such as "satisfaction with a housing project." It is necessary to keep the evaluation aligned with the total social context of the system.

As a country, Guatemala is considered underdeveloped. Poverty characterizes the majority. For instance, the average salary for men in Guatemala is \$80. a month (1971), with 20% of the population being unemployed and 52% as underemployed (1974). Being an agrarian society, there is little diversification in jobs. Women in particular have little opportunity to achieve in roles other than motherhood. Life expectancy, an indicator of the level of development, is only 54 years of age (1976) compared with that in the U.S. (1973) of 70.8. Illiteracy rates vary from 100% (especially females) in some areas to approximately 38% in others (Centro Nacional 1979). These indicators, economics, life expectancy, and illiteracy need consideration in an assessment of such efforts as being exhibited by the Salvation Army's work in Guatemala and for long term planning for the greatest impact on social change.



The Guatemalan Earthquake: 1976

The February 4, 1976 Earthquake was the greatest recorded natural disaster in Central America's history. History is marked by several major quakes in Guatemala, such as 1541, 1773, 1874 and 1918. The early morning quake February 4 measured 7.5 on the Richter Scale and occurred when most people were asleep. Electricity was turned off immediately, thus no fires resulted. The major shock encompassed Guatemala City and a wide area of densely populated belt about 35 miles wide and 175 miles long. Some towns, such as Tecpan, Zaragoza, Comalapa, El Progreso, sat on the epicenter of the seismic area and they were completely destroyed.

The disaster directly affected about one in every five Guatemalans for 1.2 million were left homeless, 24,000 were killed and another 77,000 severely injured. More than 5000 children were reportedly orphaned (U.S. Gov'n, 1976). The disaster had its greatest impact on the poor who generally lived in adobe houses with heavy tiled roofs. The people suffered. In the City, only two of seven major hospitals were still operating. In one damaged hospital, over 500 patients were evacuated. There were shortages of water and food. Communication and transportation lines were cut. The only highway from Guatemala City to Puerto Barrios, the eastern port, was cut off when a major bridge collapsed triggered by more than 100 landslides.

The water stations and storage systems were generally intact but the distribution systems were damaged. Thus the people couldn't get water except that which was hauled in by tanks and stored in 3000 gallon rubberized water containers.

The composite effect of the disaster is hard to assess; housing represented a major loss. The estimates of houses totally destroyed was between 220,000 to 254,000. Public buildings such as schools, hospitals, and governmental offices, as well as churches were also hard hit (U.S. Gov. 1976: 32). It was clear from the beginning that the greatest need of voluntary agencies was to aid in the tremendous reconstruction of private homes.

Although this assessment deals chiefly with the reconstruction process, a brief description of the Emergency Period will be discussed as it relates to the decisions made to establish a permanent program in Guatemala.

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THE EMERGENCY PERIOD

"We always rush right into the middle of an emergency...hoards of us...making more problems sometimes. What we really should do is wait...say three months...then come in and help rebuild after all the others (relief agencies) have gone back home. That's when the people really need us. That's when we could really help" said Chaplain Dick Willars, staff member of the Salvation Army, Denver, Colorado as we flew over the deserts of Durango, Mexico heading to aid the victims of the February 4, 1976 Guatemalan Earthquake. The Chaplain seemed to know what he was talking about as he had had relief experience in other disasters most recently as a pilot flying supplies for the Salvation Army aid to Honduras following the 1974 Hurricane Fifi's destruction.

My experience as an anthropologist had been as a witness to several minor disasters while I lived for a year in Zaragoza, Guatemala in 1974-75. We had destruction from a flood, Hurricane Fifi, and the eruptions of the volcano Fuego, only ten miles from the village. Living in a disaster-prone area I knew the local people quickly rallied to make certain neighbors were housed and fed. However, I was soon to learn that the magnitude of a disaster affects the process of recovery and rehabilitation.

Arriving a week after the major quake, I fulfilled my role as an experienced field-worker and nurse. Trips into the highlands with emergency donations from the Salvation Army, such as food, clothing, and blankets were valuable but with the magnitude of the disaster, 'a drop in the bucket.' Returning home in ten days, the words of the victims kept ringing in my ears, "your coming showed us your love." The actual material things seemed of less importance. The losses seemed less painful for the sharing. I did not feel I'd been "in the way," but that our coming in hoards had been a stimulus as well as a comfort...a human sharing of the wound.

Other impressions include the bustling airport with the arrival of planes, lines of trucks delivering mountains of donated food and clothing, tents, and blankets. The Salvation Army headquarters was a beehive with Major Bernard Smith directing the operation in a calm but determined manner. Captain Shirley at the telephone desk handling thousands of inquiries into lost persons and other needs. Captain Stanley Melton, it

seemed, was intently involved in disposition of the donated materials. Little did he know then that his temporary assignment from the States was to lead into a permanent placement along with his wife, Captain Caroline Melton and their two children, in this disaster prone nation. The impression of the Salvation Army headquarters was one of intense activity; distributing donated goods, assigning Guatemalan student volunteers on motorcycles to locate missing persons, treating some sick at the headquarters. Luxury was not an applicable term to describe the headquarters where dozens slept on small cots or in sleeping bags while continuing a round-the-clock assistance. The efficiency could be attributed to the seasoned, experienced workers and the energetic leadership of Major Bernard Smith. Major Smith had arrived from his station in Costa Rica a mere twenty-three (23) hours after the major quake. Since 1959 the Salvation Army had had no agreement to work in Guatemala. Now, with the cordial welcome of the Emergency Committee of the Guatemalan government, the ground work was laid for a permanent association.

Major Smith recalls the first days as "chaos...everyone was running like chickens with their heads cut off. There was so much to do...about the third day, the dust began to settle. We were asked by the Emergency Committee if we would go to Tecpan where the Mexican government had a field hospital so this is how we first started in that area." Temporary housing of a pre-fab type of plywood and plastic sheeting rectangular structure was brought in with the help of the Salvation Army, the Mexican government and some help from Nicaragua. Because of the complete destruction of the houses in Tecpan, the Guatemalan Army bulldozed down all the remaining walls of the 998 houses in the town (1973 census). Only dusty roads marked the once proud capital of the Cakchiquel Mayan Indians. The Colonial cathedral, a national monument, stood with only half of the front intact with the bells laying at a grotesque 45 degree angle. The rafters of the cathedral jutted into the clear sky as a reminder of the fragility of the loose tiles that formerly formed the slanting roof. Below the cathedral a shelter with a dynamic mural depicting the proud, mighty Cakchiquel social life was a grim reminder in the lifeless plaza of the way it used to be. Only those who actually walked in the dust of this destruction could sense and anticipate the need for a reconstruction program. So, when requested by the Emergency Committee to help rebuild Tecpan, Major Smith answered in the affirma-

tive. The reconstruction project began approximately March 19, 1976 with Major Bernard Smith as director for six months, at which time he returned to his post in Costa Rica and then Captain Melton and Captain Guerra coordinated the project.

THE RECONSTRUCTION PROCESS

It is important in assessing the reconstruction process to recall the historical foundations as well as the contemporary social and political life in Guatemala. Also, the process is complicated by the magnitude of the destruction as well as the organizational structure of the Reconstruction Committee of Guatemala. I have described the historical roots, the contemporary scene and the magnitude of the disaster. Considering the organizational structure of the Reconstruction Committee is important to consider, as it affects the ongoing process of restoring the nation.

First, the Reconstruction Committee was formed approximately two months after the disaster at the request of former President Langerud. The representatives were not the same as those on the Emergency Committee and in fact some individuals were considered political rivals. The philosophy of the Reconstruction Committee was to help the populous by coordinating the rebuilding process through locally elected reconstruction committees as well as requiring signed agreements from the voluntary agencies. Once an agreement was signed by the agency, such as Salvation Army, most of the decision making remained in the hands of the locally elected committee. These committees were most often elected annually, thus decisions made by one committee might be reversed by a newly elected committee. These local leaders also met/meet on a routine basis with the National Committee.

This organizational structure is unique to emergency relief efforts. It has been viewed curiously as the strong points such as democratic process and local input contrast with some striking differences in the amount and type of aid received. For instance, some communities had very progressive programs while in others the programs dribbled to a halt. Many factors need to be considered in assessing these differences.

I shall attempt to assess various factors that affected the reconstruction process of Tecpan and the satisfaction with the project as elicited from the community members. Limitations of time must be considered as a factor in the depth of analysis I was capable

of making. The analysis is divided into three time periods: The Planning Period; The Building Period; The Development Period.

The Planning Period

Clearly the planning period began with the arrival of Major Smith and Captain Melton at the early stages of the emergency period. Relief was temporary and the destruction enormous. The need for safe shelter was clearly indicated, not only on a temporary basis, but as a part of preventing such great loss in the future. The sun-dried adobe bricks with tiled roofs was a house type clearly non-adaptive and clearly dangerous in a highly seismic area. As Major Smith commented, "with the high altitude in the mountains and cold, damp days and nights, we knew we couldn't put up a lean to structure like we had in Bangladesh. We had to construct a real sturdy house." Work began early with the local people to determine the best possible construction for that region. Two architects, Schumacher and Ferrali, working for the Salvation Army, flew down to study the former house types, drew up plans for safe and comparable houses, and consulted with local residents as to their preferences. In the end, three similar but different house type blueprint plans were submitted to the Salvation Army personnel. The individual owners were to choose their own plan. The plans included a steel reinforced cement block with a roof of corrugated metal.

Besides the structural plans for the house, the planning period also included determining who was going to receive a house. Those residents requesting assistance filled out a form at the temporary municipal building. The information included names within the household, ages, relationship, income and property lost. The reconstruction committee reviewed these requests and made the decision who was to receive free land. Compiling the information from the forms, I found the following statistics. Ninety (90) percent had no land and were renters; the remaining ten (10) percent were considered poor or had lost a great deal. Thirty-one (31) percent of the households were headed by women who were either abandoned or widowed. Thirty two (32) percent of the families had a member/members of their immediate family die in the Earthquake with a range of 1-9 family members who died. The household income ranged from \$0. to \$172. month, the mode being \$0, the mean \$37.02 and the median \$30. Material losses ranged from \$150.

to \$8000. per household, the mean loss was \$1979.98, the mode \$1000. and the median \$1500. These data were gathered in October, 1979, with the aid of Margarita Salpor from Tecpan.

In the planning period some division of labor designations occurred but I am not clear about that decision making process. However, an interdependent relationship between the work of Captain Stanley Melton and Captain Daniel Guerra was established. Captain Melton was in charge of developing a cement block factory in the city, aiding in the transporting of the building materials to Tecpan, while Captain Daniel Guerra was in charge of the local construction process. In all I could assess, this division of labor seemed agreeable and supportive.

Reconstruction Period

The housing project began in July, 1976 and was completed April 15, 1977. Sixty persons from Tecpan were hired to assist in the project. Volunteers from the United States were also used. An engineer from the United States was hired to supervise the project; he lived in the community for ten months, seeing the project to completion. I did not get his name, but sensed a personal commitment of his after viewing the film, "A Home for Omar."

The philosophy of the Salvation Army was not to be paternalistic in the distribution of housing but rather to have equal participation from the people. The house could be paid for through labor on the project at eight hours a day for forty days or paying for the cost as broken down in categories:

Value of the lot	\$264.28
Value of the drains	101.43
Water pipes	47.82
Other costs	82.70
Total	\$ 496.23

The individuals could pay \$6.89 a month over a six-year period.

A cement block machine in Tecpan produced 5000 blocks in 8 hours. Architects from the University of San Carlos, Guatemala were assistants in the process. INTECAP, a Guatemalan agency in charge of teaching technical skills, taught men from Tecpan skills such as electricity, construction and carpentry. Sewage drains, electricity, water supplies and rebuilding roads were all part of the reconstruction process. Housing for

Captains Guerra and their children was completed. A chapel, nursery school, and manual arts school for boys were also built by the Salvation Army. By April 15, 1977, 524 houses had been completed; it could be considered that the reconstruction period had also ended. What is the assessment of the work by the people now 4 years later? I tried to interview a wide variety of persons who had a Salvation Army built house or other key figures in the community.

Assessment by the Community

Hans Laugerud, brother of the former president Kjell Laugerud, stated in an interview January 24, 1980, "The Salvation Army was one of the most dedicated of all the agencies who came to help rebuild our little country. They worked diligently finishing and rebuilding Tecpan as they had promised. I have been there and have seen their work."

President of the Reconstruction Committee local, Manuel Alvarado and his wife, Elizabeth. This couple clearly are progressive in the manner in which their lot is filled with plants and flowers and the corridor they have added to the back of the house. "We like our house and believe Captain Guerra did a grand job. We all worked together; there were some problems and we still don't know if we have titles to the land. Also, it is not good to open our doors to the street so we have made a new door to the side; this is better. Now it would be good if an architect would come and tell us a safe way to change some things in our house." It seemed they wanted to make modifications and were concerned about safety. I was able to see both Manuel and Elizabeth a couple times. They were clearly leaders in the little colony of Iximche. Elizabeth has planted flowers in the small playground. They are the promoters of the basketball court area.

Guadalupe Galvez, owner of a Colony Iximche house. "We are very happy in our house. It is strong. Sometimes the water runs down the street and into the livingroom so we fixed it (with some additional cement). I don't have a husband as he has another woman but I and my four children have a house. We're poor but now we're better (off) than before. Now I have a house. (This particular woman had made several attractive additions and a little garden).

Two women at the fountain with babies on their backs. "The colony is good for us but we worry some about the land. They (the municipal officers) won't settle the titles

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so we don't know if it's ours but we like it here. It's clean and a place for the children to play."

Woman near the market. "No, I didn't get this house from the evangelicals. I moved here from Comalapa (a neighboring town) and I am renting this house. At first I thought it wouldn't stand up when we have the tremors, but I don't worry so much now because it's still standing (she laughs - a very jolly type of person)."

Two men who own the sweater factory. One said, "The house is O.K. for awhile but it's too small. Our town is good and everyone is better off than before. I think some day we'll build some bigger houses but everybody has a house here and some people like in Chimaltenango still don't have any house. I think the gringos were fair but sometimes favored the naturales (the Indians)."

Margarita Salpor (nurse who lives in a "fortress" she had built). "I think they didn't put enough iron in them; the blocks are not made strong enough."

Seven of the twelve women attending the Liga de Hogar (Woman's Club) lived in a Salvation Army house. They all believed the work was good, the houses strong, and on-going work of the Army important; specifically, they mentioned the classes for women.

Mario Trinidad in Colonia. This man, about 30 years old was interviewed regarding his belief about the safety of the house. "It is sturdy and strong but too little. There are 10 of us living here now and there's not enough land to build on. The builders were fair and worked very hard. I worked with them...late at night sometimes. Captain Guerra is a fair man; he is good and helps us all."

Mayor - "We are very pleased with the housing and the help of the Salvation Army. The houses are safe and those who had no homes now live in the Colony."

Postmaster - "I didn't live here during the Earthquake as I'm from the City of Quezaltenango. The houses are too flimsy. I guess the evangelicals from the United States built them, but I wouldn't live in one (he lives in Chimaltenango commuting by bus)."

Don Lucio (owner of several businesses and the theater). "I believe the buildings are good and the builders were fair and honest. Some people were cheap and could have paid for more of a house. They don't seem as strong as those in Patzun but since 1977 when they finished none has fallen down. I guess they must be safe but no house is really safe, I don't think so."

General Impressions of the Reconstruction Process

As I have been a co-principal investigator of the NSF "Longitudinal and Cross Cultural Study of the Post Impact Phases of a Major National Disaster," my impressions of the reconstruction process in Tecpan will be measured qualitatively against the 26 research and control sites in the NSF Study.

The Tecpan project is superior to most others based on these observations:

- 1) Completion of what was promised.
- 2) Just and equal distribution of materials and work.
- 3) Democratic decision making process
- 4) Close technical supervision of the work
- 5) Culturally acceptable housing, size, etc. after consultation with the people.
- 6) Urbanization completed as part of the total reconstruction process. Did not see housing as separate from the other needs of the community, such as drains, electricity, etc.
- 7) Women were granted legal rights as heads of households (this is not true in all communities).
- 8) A close cooperation between the Salvation Army personnel and the official government representatives.
- 9) A clear cooperative effort between the Salvation Army personnel (Captains Melton and Captains Guerra) as well as other voluntary organizations e.g. AMG and the Mennonites.
- 10) Leadership style of Captains Guerra in Tecpan make them well accepted in the community.
- 11) A "sense of pride in the Colony Iximche, a family approach to living, a

"sense" of child-orientation with the nursery school and playground.

The negative qualities about the Tecpan project do not relate to work Salvation Army has done, but rather are comments on the societal forces.

- 1) The geographical location (isolation) of the seventy (70) families living in the Colony Iximche seems deliberate in that the "poorest of the poor" are out of sight and don't have to be dealt with. There appears to be some resistance from authorities to completing promises made to the Colony e.g. providing land titles and more electricity.
- 2) A lack of up-keep on some of the Salvation Army houses that are interspersed throughout the town gives a sense of lack of pride with these structures or that they are a temporary structure.

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THE DEVELOPMENTAL PROCESS

Tecpan

Following the completion of 524 private houses plus the chapel, nursery school and housing for the Salvation Army staff, Captains Guerra, effort was placed on the development of a full program of spiritual and social services. As of January, 1980 the following aspects of a full program were in operation under the direction of Captain Daniel Guerra Bonilla and Captain Maria Teresa Cunel de Guerra:

1. Worship services twice a week in Tecpan.
2. Worship services in Chimaltenango and San Andres Iztapa jails.
3. Women's Club (Liga de Hogar) with a focus on spiritual growth, crafts, health, home education and family planning.
4. Child-care center serving 40 preschool children from families of the very poor, widowed or abandoned women.
5. Social service in the area of counseling, some direct medical aid, prison welfare.

General Assessment of the Developmental Period in Tecpan

The five items listed as achievements during this period seem quite impressive in a relatively short period of time. These aspects of the Salvation Army can be attributed to the energetic leadership of the Captains Guerra. I found the family approach to serving a definite positive aspect of the Salvation Army's philosophy of service. The female has an equal opportunity and responsibility in serving. As a philosophy, the equality not only is a positive use of couples but it is also an educative approach particularly useful in developing countries where females' rights and contributions lack support and attention. Much effort has been directed by various public and private agencies toward raising the productivity of males such as in technical training while little attention has been given to educating females. It seems from the Tecpan and Guatemala City programs that the family is the unit toward which service is given. The Guerra family with their three children, especially Daniel, age 12 and Patty, age 5 are role models toward this effort. Heidi, age 1, will no doubt be actively included in the Army's work.

Certainly it is obvious how the Salvation Army has impacted Tecpan through physical structures and role models with the Guerra family. Other aspects of the program are reflected in the new skills the people have, such as carpentry, water systems and electricity. Their knowledge about sound construction was reflected in the request to have an architect return to the town "to teach us safe ways of changing our houses."

Another subtle change has been in the decision making process. The work in Tecpan was a prime example of democracy in action. Indians who had had little experience in making decisions were encouraged to do so. Perhaps this ripple-effect from the disaster will have greater longevity than the very houses that were constructed.

Another positive outcome of the building project seems to be the cooperation between several private agencies such as with the Mennonites and the American Mission in Guatemala (associated with a German volunteer agency, Kindernothilfe). In foreign aid capitalizing on the strengths of each group and working cooperatively is a positive outcome.

Future plans in Tecpan relate primarily to the ongoing work but enlarging its scope, such as increasing the capacity of the preschool to 150, increasing the prison welfare programs, adding an alcoholism program, and increasing the office space for a more adequate medical and social service. Beyond what is already planned, I would suggest the following:

- 1) the isolation of Captains Guerra and family be decreased by increasing more interaction and support from other Salvation Army personnel as well as other missionary groups.
- 2) assess the feasibility of bringing into the Tecpan program a health team with some focus on rehabilitating the handicapped and also providing 24 hour, seven day a week, emergency treatment as there is none available in the town.
- 3) increase the attention toward cottage type work for females. Many have been abandoned and survive on a subsistence level. New skills should be matched with saleable products or services.
- 4) increase the alcoholism treatment program.
- 5) assess the possibility for a youth program aimed at skills as well as recreation

and the arts.

- 6) provide architectural consultation to the families now wanting to modify their houses.

Guatemala City

As the two divisions (Guatemala City and Tecpan) within Guatemala are closely interdependent, much of the assessment of the building program in Tecpan also includes the cooperative work with the Captains Melton and their family. In particular, the establishment of a permanent center in the heart of Guatemala City, 15 Street, Zone 1, puts the Captains Melton in the midst of the most needy. The refurbishing of the old office building into a warm, receptive home reflects the artistic talent of Captain Caroline Melton. No one who passes by is refused entrance even though the ringing door bell must be tiring to even saintly ears. The center of this home is certainly Christian, and one senses the closeness of the family in spite of heavy responsibilities toward the Army's work. To me, this centeredness and dedication lays the foundation for the creativity and accomplishment I have witnessed since my first encounter with Captain Stanley Melton in 1976. My observations are qualitative but comparative as my work as an anthropologist has brought me into assessing the work of over twenty-five missionary groups. The Salvation Army's work in the city is unique for several reasons, such as:

- 1) the residence within the low-income sector of center of Guatemala City;
- 2) the work as a family with the female having an equal responsibility;
- 3) the attention given to segments of the population not as appealing, such as alcoholics, poor dependent women, and prisoners.

Personal leadership style is part of the NSF study of which I am co-principal investigator. Thus I believe I am justified in assessing the leadership style of Captains Stanley and Caroline Melton as being outstanding. Both have high energy levels, are well trained spiritually and technically, confident, and caring. Besides observing the respect given to them by co-workers and subordinates, I know personally they are to be trusted and are competent. One occasion I had to call on them and their services occurred during the summer of 1979 while I was meeting a friend at the airport; a stranger



Had her purse stolen. This stranger was unable to speak Spanish and had lost all of her official papers. While trying to help this tearful and distraught woman, I spotted the Meltons at the airport. I called for their help, and just as if they had nothing else to do, immediately took the woman under their wing to aid. Later I learned the Meltons helped the stranger for nearly a month as she tried to regain her papers in order to leave the country again. Other examples could follow, but suffice it to say, the Meltons are well known and well respected in the American community for their assistance in any time of need. Their home is the center for needy people of all types. It also serves as the chapel where services are held twice a week. The holistic approach to serving both the physical as well as spiritual needs of mankind are reflected in the use of the Salvation Army Center as chapel, refuge, day-care center, and personal home.

Two specific programs in Guatemala City have been instigated since the Earthquake. They are the building of a residential alcoholism program and the day care center. Each will be described briefly.

The Alcoholics Rehabilitation Center when completed will provide a 100 capacity residence for alcoholic males. The Center is located on the outskirts of the bustling metropolis in a tranquil, secluded area. The cost of the Center is being met through the sale of cement blocks. The production of blocks, as part of the Salvation Army's work, is the largest of any block factory throughout Central America. The actual number of workers, paid, as well as recovering alcoholics, varies. On January 10, 1980, eleven paid workers and eight recovering alcoholics were working in the plant as well as building the residential house for the future director of the Center and other various buildings. Plans are moving ahead rapidly; Captain S. Melton stated, "We promised the men that we'll celebrate Christmas next year by eating in the dining hall." Spiritual counseling and chapel services are a part of this active Center.

Besides the physical structure, personal lives are being rebuilt. The philosophy of work for treatment puts responsibility for recovery on the alcoholic. Dignity is restored through earning a salary as well. A home atmosphere prevails and spiritual counseling is central to the Program. Captain Melton is ingenious in his sense of providing a permanent Center, for instance shifting land and erosion from the rains is being

halted through a small reforestation plan on the site, also reinforcement with cement of the sides of the deep ravines prevents other erosion. Plans to develop a producing farm also are in place and have been initiated with the raising of breeding pigs. The land is fertile and will no doubt be capable of producing food for both the Alcoholism Rehabilitation Center as well as the Child Care Center.

The Child Care Center is a dynamic part of the Guatemala City program. It was begun shortly after the Earthquake to meet the needs of working mothers. There is an urgent need for this type of care in the City where the rate of abandoned women is very high. In some settlements we have found in the NSF Study that single-parent female headed households represent 80% of the population with a high percent of the households having numerous children under the age of five years. Today the Center offers care and education for 90 children on a five-day a week basis. The families help support the Center and further assistance is received through the contributions of Kindernohtilfe, a German private assistance agency.

From a humble beginning the Child Care Center is now well-equipped and well-staffed. The happiness and good nutritional state of the children is reflected in the photographs taken January 16, 1980.

A Liga de Hogar (women's club) is also active in Guatemala City focusing on the same goals as in Tecpan e.g. spiritual growth, health, home education and family planning, crafts, social interaction and support.

General Impressions and Recommendations

As in Tecpan, the Salvation Army's program in Guatemala City is impressive in the achievements that have been made in a short period of time. These achievements are due, I believe, to the dynamic, energetic leadership and superior training of the Captains Melton. As in Tecpan the physical structures of the block factory, in-process Rehabilitation Center, the Day Care Center, and the Salvation Army Center are but a small part of the purposeful program. It is quite obvious that the Meltons and Guerras are not here in this trouble-torn country for self-aggrandizement in a country club environment as I have seen in other missionary groups, but rather they are working at the grass roots

level with some of the most rejected social outcasts. Even in their sharp uniforms, these workers are in Guatemala to work, not being timid of facing some difficult, trying and sometimes dangerous situations. There is a personal commitment that indeed is obvious to an outsider. Beyond what is already being done in Guatemala City, future efforts might be directed (with more staff and support monies) to:

- 1) establishing some direct contacts in the numerous squatter settlements that have few social services;
- 2) assess the possibility of establishing a youth program or center where skills as well as recreation would be offered;
- 3) establish some liaison with several of the foundling homes or orphanages for abandoned children;
- 4) assess providing shelter for the thousands of street people especially the handicapped in Guatemala City.

SUMMARY

Within a short period of time (3 days) I have attempted to draw together information about three periods of time: The Emergency Period, The Reconstruction Period, and The Development Period to assess the involvement of the Salvation Army in Guatemala since the February 4, 1976 Earthquake. A flowchart Figure 1 summarizes the stages of development and the foci of effort during these stages.

1959 (Year when the agreement with the Salvation Army was not renewed by the Guatemalan government; Programs ceased).

February 4, 1976 Earthquake

Emergency Period

- 1) relief efforts directed toward all the needy provided tents, blankets, clothing, food, medical treatment
- 2) assigned to be responsible for Tecpan's relief. Cooperated with Mexican government in temporary housing and field hospital

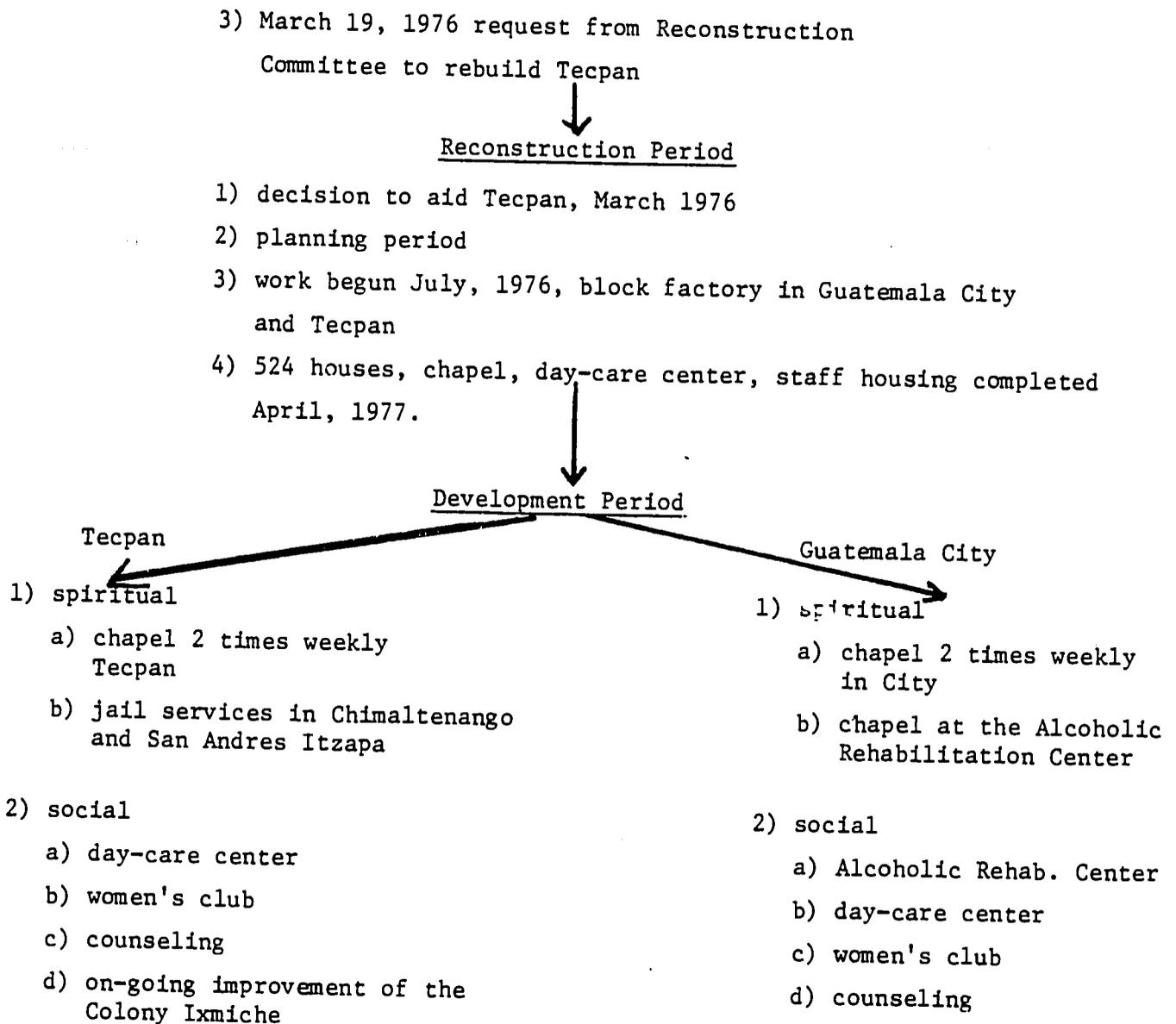


Figure 1. Flow Chart of Process

The names of the persons interviewed are found in Appendix A and the photographs of the various aspects of the program in Appendix B.

DISCUSSION

Clearly the evaluation by Chaplain Willars on our February 11, 1976 flight to aid in the Emergency Period "we come in hoards...but then leave in about 3 months when the work really should be done" must have been shared by many of the policy makers with the Salvation Army for indeed as evidenced by work sprung from the relief and emergency period. A small temporary group has now grown to a larger staff on a permanent basis. Taking the initiative and with foresight, the Salvation Army personnel sensed that the housing project in Tecpan would offer visible evidence to their commitment to serve the needy. Fulfilling their commitment has thus opened more doors for them. I sense that

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decisions made on the spot in the needy areas are supported by headquarters, thus eliminating delays in meeting current, changing needs in the countries being served. This reflects a measure of trust in the capabilities and assessments of the local Salvation Army personnel. Other agencies do not always operate with such a local jurisdiction of power and decision making. Confusion and frustration too often delay sound and needed actions. On the other hand, field posts can be very lonely and continuous feedback from some supervisory post is strengthening.

Again, to reiterate some important comments, the Salvation Army's holistic approach of meeting spiritual as well as social needs through a family centered responsibility is its most positive attribute. Furthermore, the focus of its work is directed to the underserved populations and social outcasts. Indeed, it has been a privilege for me to assess the work of the Salvation Army in Guatemala. I have found the personnel to be of the highest calibre and with an earnest commitment to meeting the needs of others. The openness I experienced to inquiring about any aspect of the Program leads me to commend the local, regional and international levels of the Salvation Army for their efforts to engage the services of an unbiased evaluator. My evaluations of other groups have not all been positive. However, I believe the efforts, focus, and program of the Salvation Army in Guatemala are exceptionally high and the personnel Captains Stanley and Caroline Melton and Captains Daniel and Teresa Guerra are truly well-qualified and dedicated workers.

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APPENDIX A

Persons Interviewed

1. Captains Stanley and Caroline Melton
2. Captains Daniel and Teresa Guerra
3. Major Bernard Smith and his wife
4. Mayor of Tecpan, Guatemala
5. Hans Laguerud, brother of former President Kjell Laguerud
6. President of the local Committee for Reconstruction and his wife
7. Marguerita Salpor, nurse, native of Tecpan
8. Mario Trinidad, Native of Tecpan
9. Guadalupe Galvez, Tecpan
10. Two colony residents at the pila
11. 12 women at the Women's Club meeting, Tecpan
12. Factory owner in Tecpan
13. Postmaster in Tecpan
14. Don Lucero, businessman in Tecpan
15. Secretary to the Town Council
16. Chaplain Dick Willars, formerly staff personnel, Salvation Army, Denver, Colorado

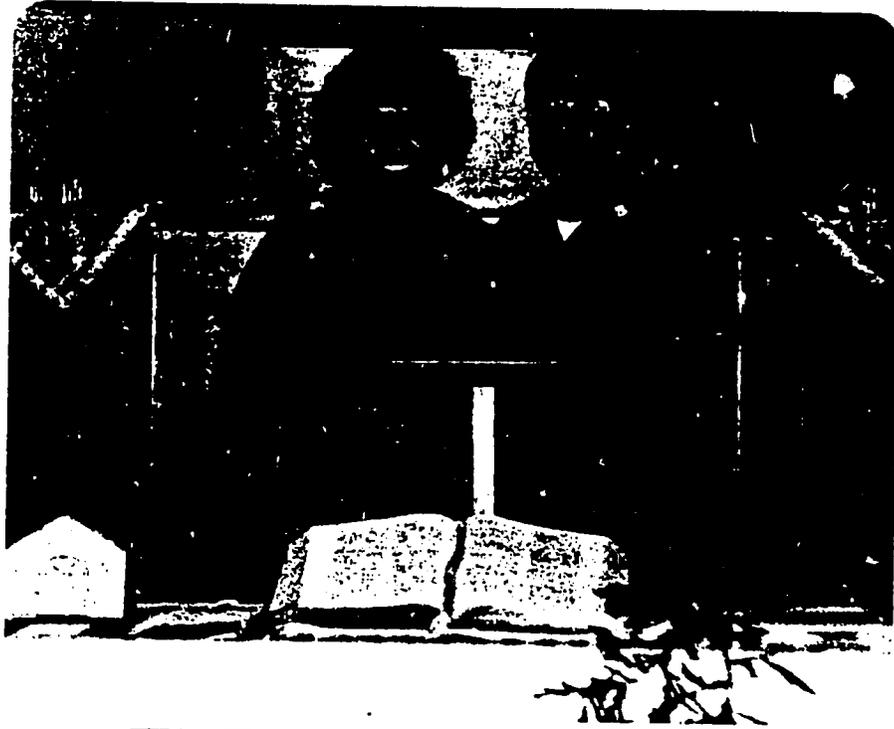
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APPENDIX B (Cont.)



Cathedral in Tecpan
Being Reconstructed

APPENDIX B
PHOTOGRAPHS



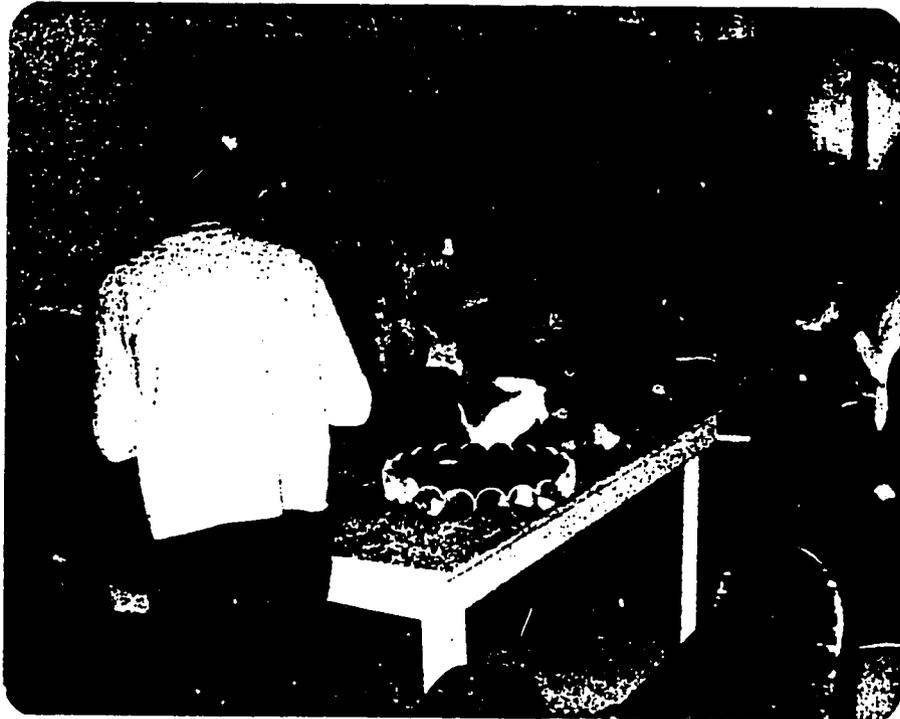
Captains Guerra Tecpan chapel



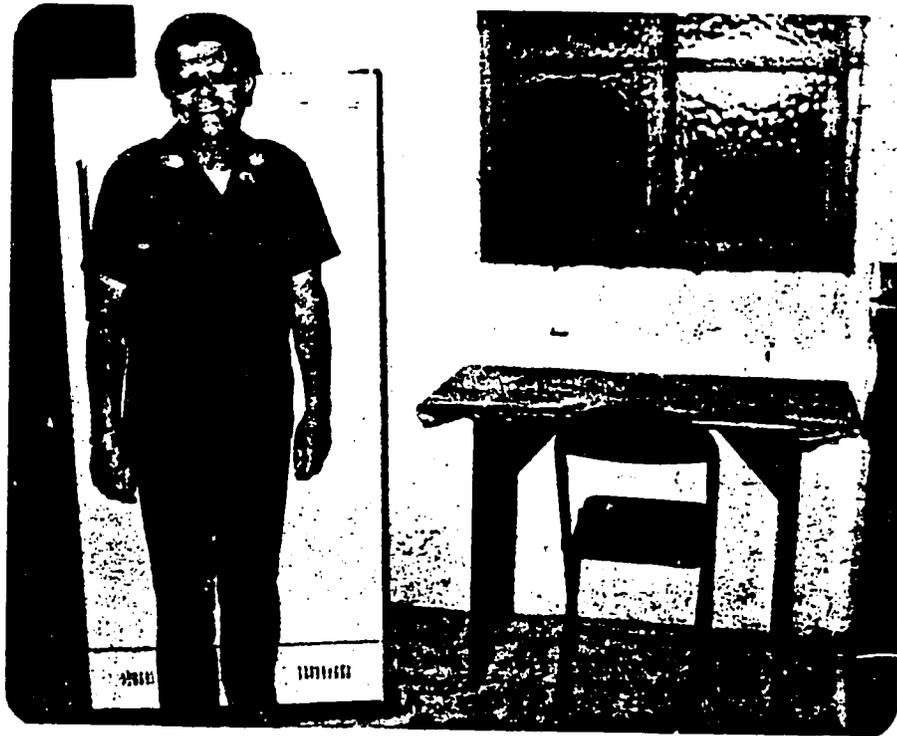
APPENDIX B (Cont.)



Liga de Hogar Tecpan
craft projects



APPENDIX B (Cont.)



Captain Daniel Guerra
Kitchen of Tecpan
pre-school



Dining Room



Pres. of Committee for Reconstruction
Tecpan
his wife, daughter, Captain D. Guerra
(Note elaborate navity scene in their home)



Liga de Hogar, Guatemala City

APPENDIX B (Cont.)



Proud of her home where
she and her four children
live



APPENDIX B (Cont.)



Resident in a Salvation Army
house in Tecpan



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APPENDIX B (Cont.)
Preschool Children
Guatemala City



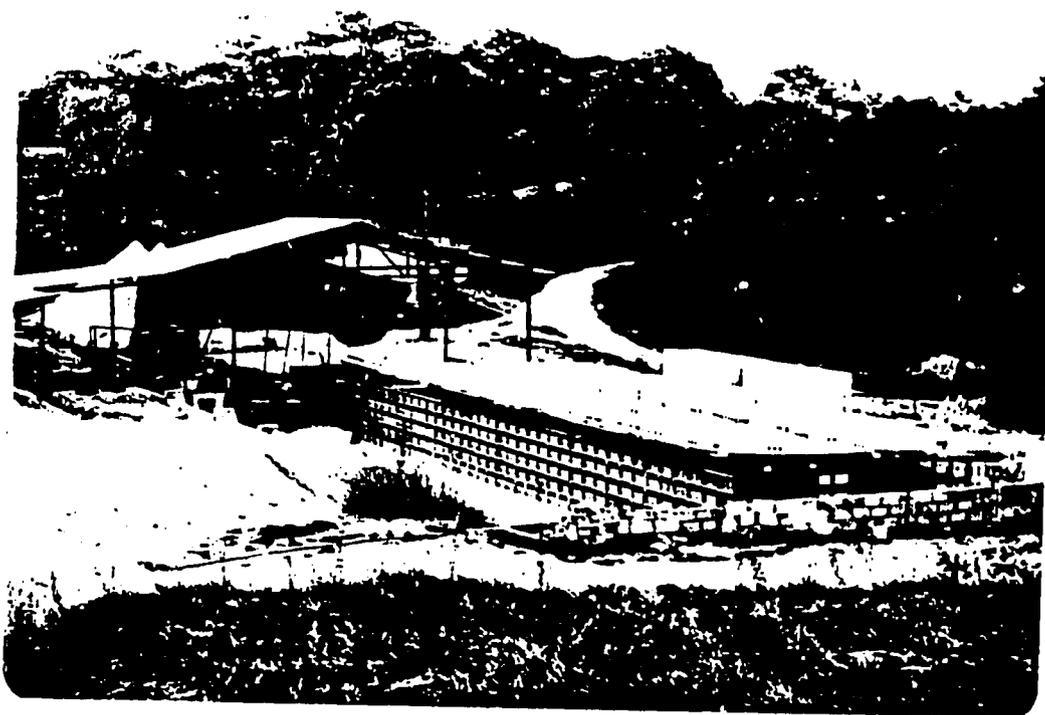
Activity Schedule



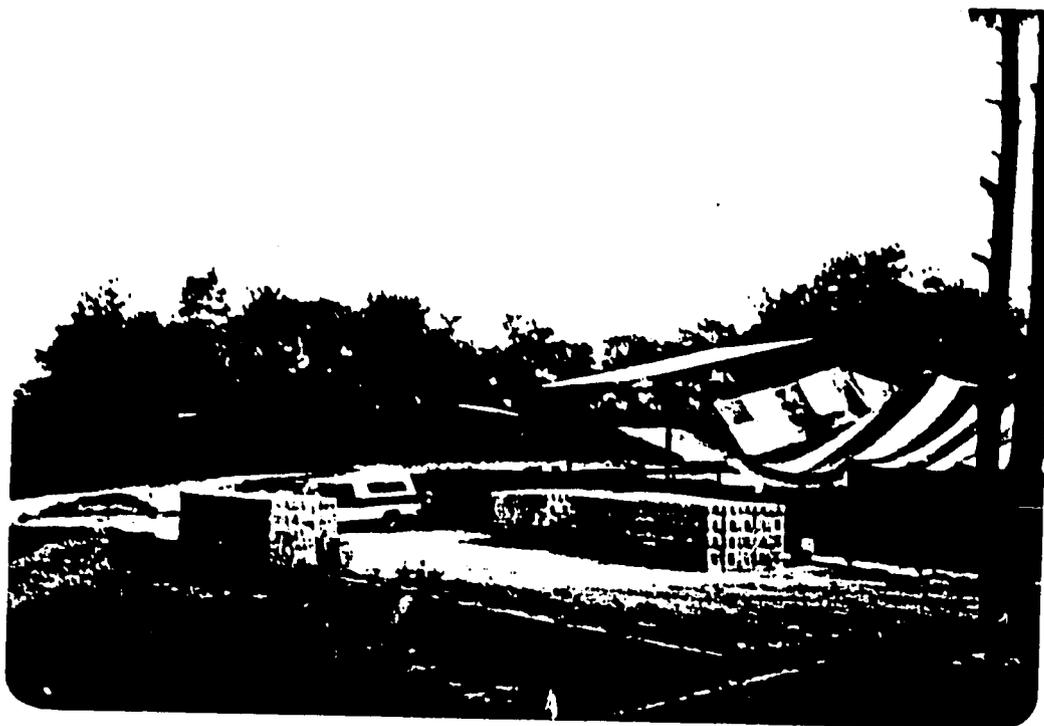
Waiting for working mothers

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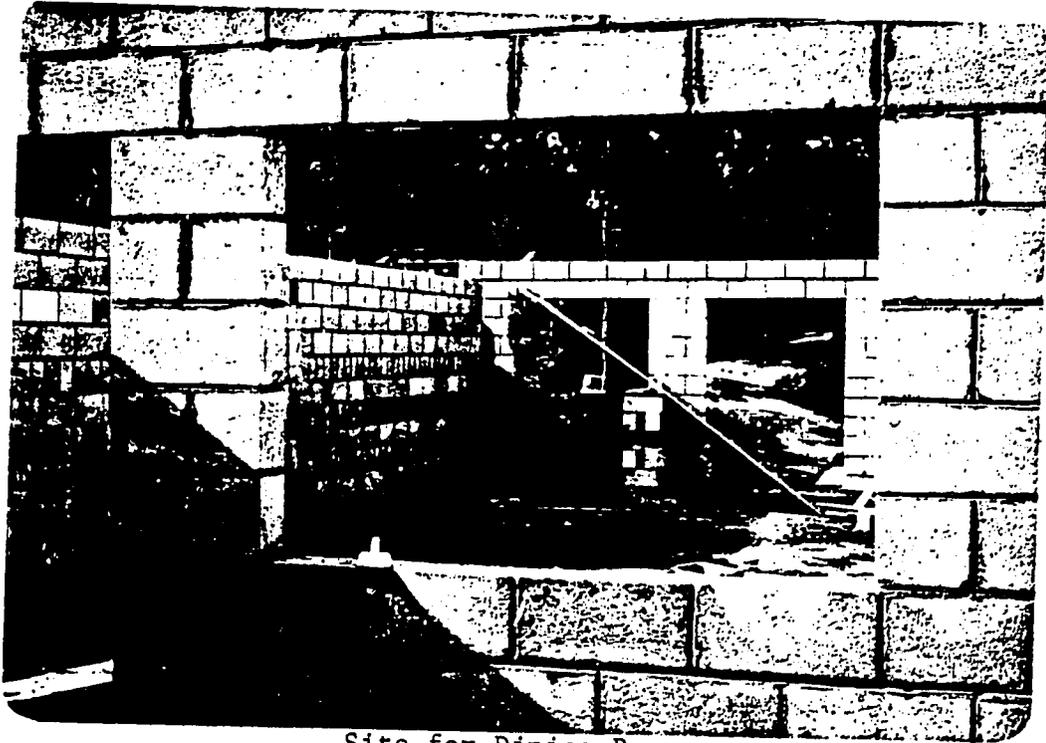
APPENDIX B (Cont.)



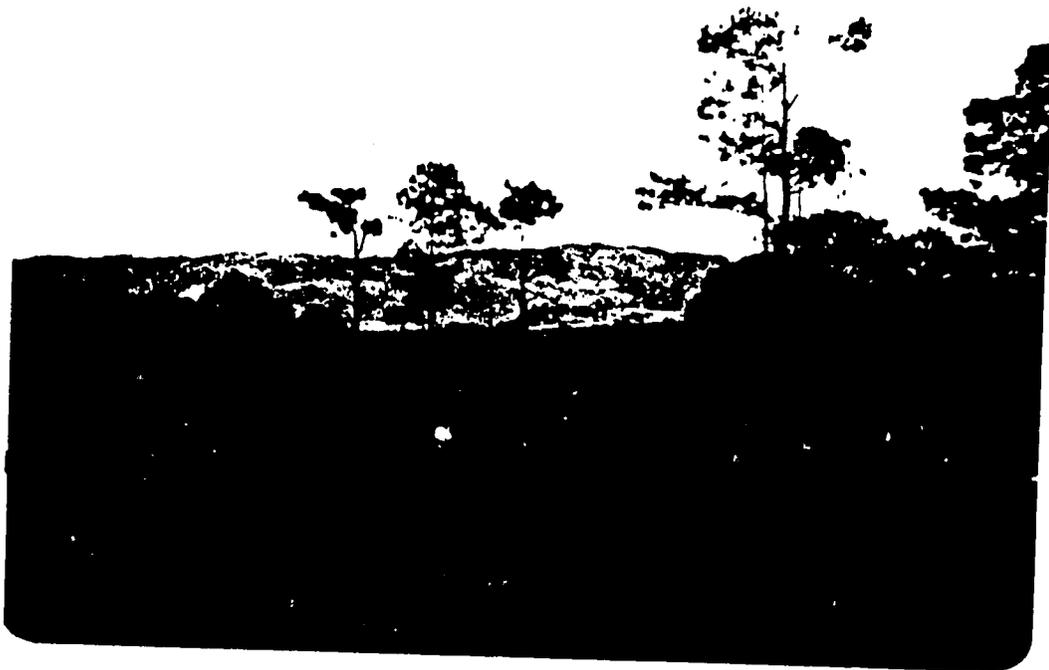
Block Factory, Guatemala



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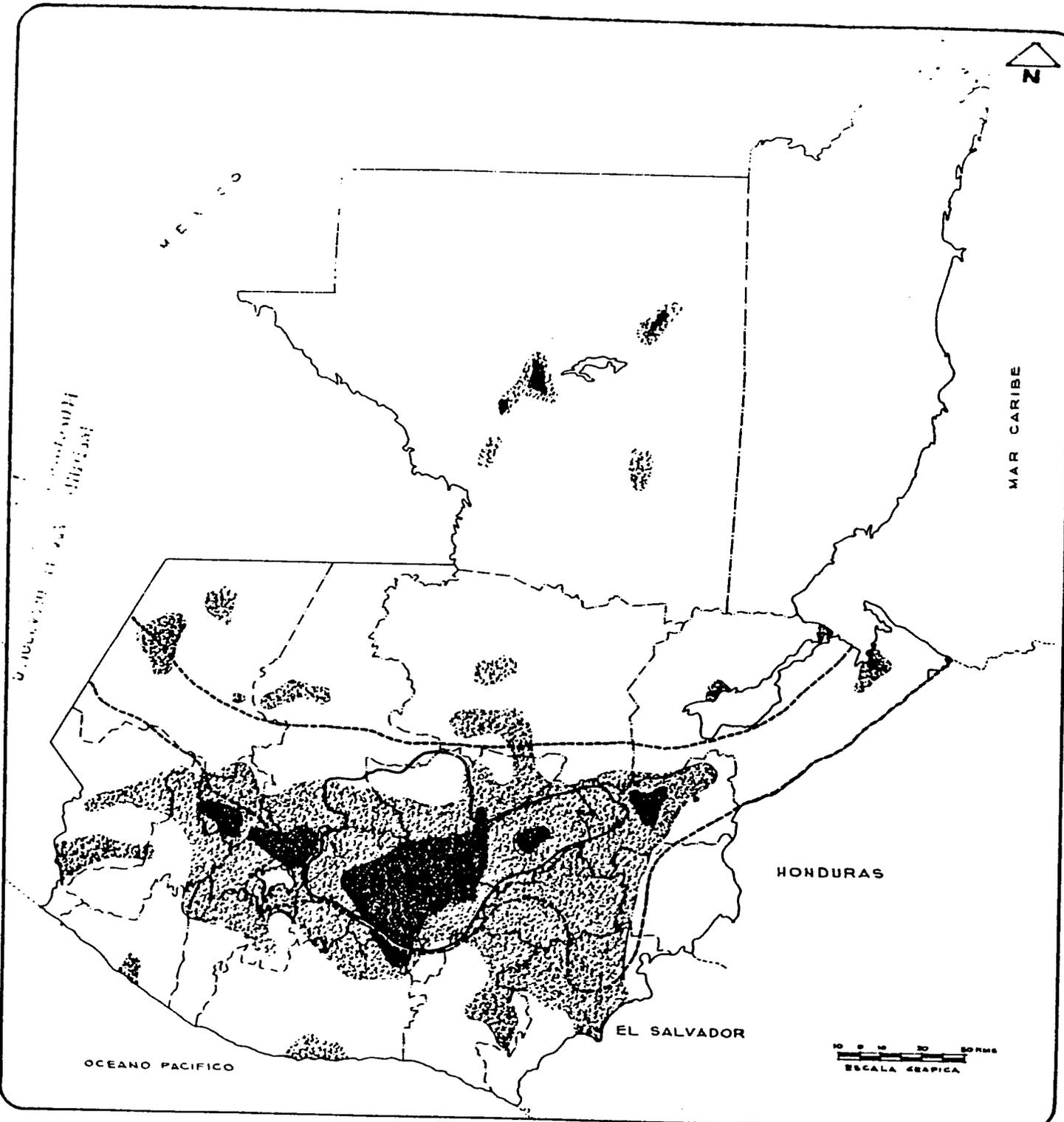


Site for Dining Room

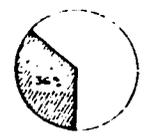


Site for Alcoholism
Rehabilitation Center

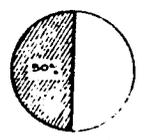
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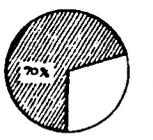
DE LA POBLACION TOTAL DEL PAIS



DEL TERRITORIO NACIONAL



DE LA POBLACION INDIGENA DEL PAIS



DEL PRODUCTO GEOGRAFICO BRUTO (P.G.B.) DEL PAIS

----- ZONA AFECTADA POR EL TERREMOTO

———— ZONA MAS AFECTADA



DE 16 A 45 HABITANTES POR KM²



DE 46 A 75 HABITANTES POR KM²



MAS DE 76 HABITANTES POR KM²

IDESAC
 INSTITUTO PARA EL DESARROLLO ECONOMICO SOCIAL
 DE AMERICA CENTRAL
CIVDU
 CENTRO DE INVESTIGACION SOBRE VIVIENDA Y
 DESARROLLO URBANO

LAMINA

2

EL *Grito de Guerra*



Revista del Ejército de Salvación, para México, Guatemala, Costa Rica y Venezuela

EL TERREMOTO EN GUATEMALA Y LA ACTITUD DEL EJERCITO DE SALVACION



Vista parcial de las 524 viviendas edificadas por el Ejército de Salvación para los damnificados por el terremoto del año pasado, en Tecpan, Guatemala.

EL TERREMOTO Y LA ACTITUD

En los últimos momentos de su vida, William Booth, fundador del Ejército de Salvación, pidió la presencia de su hijo Bramwell a su lado y le dijo: "Bramwell, quiero que me prometas que cuando mi voz calle y yo me haya ido de ustedes, tú harás más en favor de los desamparados del mundo. Los que no tienen hogar. ¡Escucha! No me refiero a este país solamente, sino a todos los países."

-Sí, General, comprendo.

-Las mujeres sin hogar. Hijo mío, nosotros no sabemos lo que es no tener un hogar.

-Sí, General, comprendo.

-Los niños desamparados. ¡Oh, los niños! Bramwell, cuida de aquellos que no tienen hogar. Prométeme.

Después que le fue dada la promesa, William exclamó con un toque de ese humor que siempre le había caracterizado: "Escucha. Si no cumples, ¡volveré para perseguirte!"

Y el Ejército de Salvación, desde entonces, ha cumplido la promesa que hiciera a su fundador a través de los labios de Bramwell. De acuerdo a la necesidad, es la ayuda que da el Ejército, a veces más allá de sus recursos del momento, simplemente confiando en que "Dios proveerá" para poder proveer para otros.

En Tecpán, Guatemala, la necesidad era: el saldo de un terremoto. El Ejército de Salvación ayudó en el momento y después del momento.

Un diario guatemalteco escribe: "El Presidente de la República General Kjell Eugenio Laugerud García, recibió esta mañana de manos del señor comandante territorial del Ejército de Salvación para el Sur de los Estados Unidos, comisionado Ernest Holz, la llave simbólica de las 524 viviendas que fueron construidas en el municipio de Tecpán, Guatemala, Chimaltenango por esa entidad internacional.

El General Laugerud García, en el acto inaugural hizo una reseña de los momentos tristes vividos en aquellos días del terremoto del 4 de febrero del año pasado, en las poblaciones que visitaba al verlas completamente destrazadas.



524 VIVIENDAS en TECPAN. Momento en que el presidente Kjell Eugenio Laugerud García - izquierda - y el comandante territorial del Ejército de Salvación para el sur de los Estados Unidos, Ernest Holz, cortaban la cinta simbólica de una de las 524 casas construidas por esta institución en Tecpán, Guatemala, para igual número de familias afectadas por el terremoto del año pasado.

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TO EN GUATEMALA UD DEL EJERCITO DE SALVACION

Agregó el General Laugerud García, que los miembros del Ejército de Salvación fueron de los primeros de las instituciones internacionales que llegaron a Guatemala para ofrecer ayuda. Señaló el Presidente Laugerud, que integrado el Comité de Reconstrucción Nacional le fue encomendada al Ejército de Salvación la reconstrucción de la población de Tecpán Guatemala, Chimaltenango, esfuerzos que hoy se ven cristalizados para beneficio de más de 500 familias que resultaron damnificadas en sus viviendas.

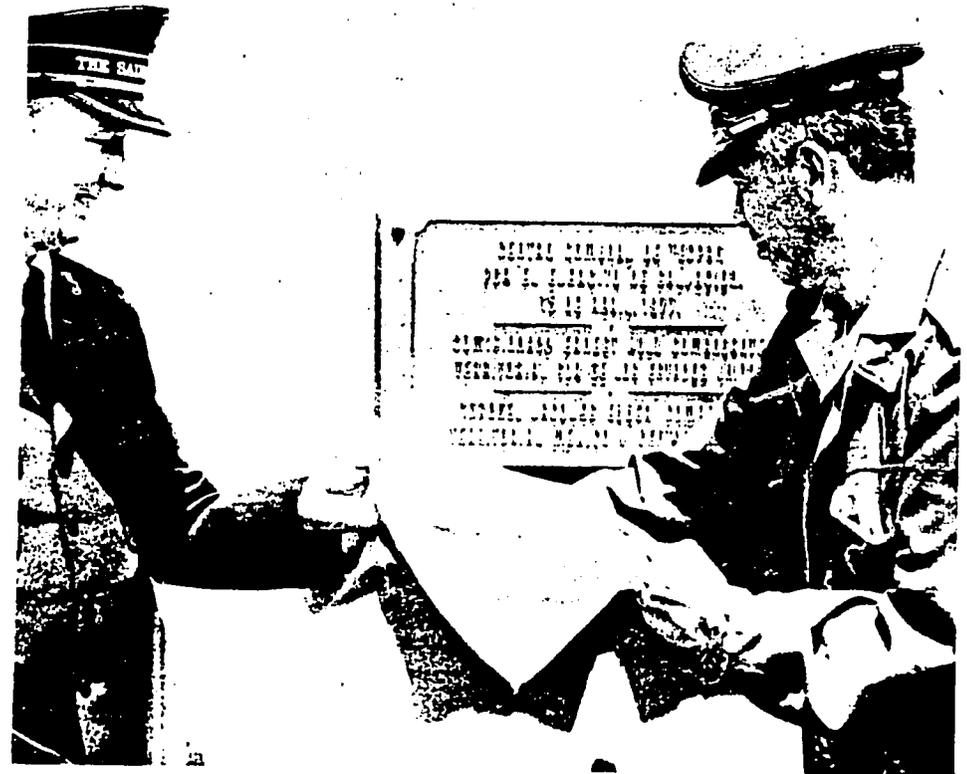
El Presidente Laugerud, exhortó a los hoy beneficiados con las viviendas construidas por el Ejército de Salvación para que ayuden a los otros tecpanecos que quedaron sin techo desde aquella madrugada trágica, para que construyan sus respectivas viviendas, puntualizando que los esfuerzos que hizo el Ejército de Salvación deben servir de ejemplo a los guatemaltecos para que nos hermanemos y nos ayudemos mutuamente.

Al finalizar su intervención el General Laugerud García, hizo entrega de la respectiva llave al alcalde de Tecpán Guatemala, señor Santiago Colón Yax, a quien manifestó que la misma debe de guardar un lugar especial en el edificio municipal, como un recuerdo de la ayuda que recibió aquella comunidad de parte del Ejército de Salvación de los Estados Unidos de Norteamérica.

Por su parte el señor Holz, expresó que la institución a que pertenece, ofreció su ayuda al pueblo y gobierno de Guatemala y que afortunadamente fueron llamados para reconstruir la población de Tecpán, donde construyeron 524 viviendas y que además proporcionaron material a aquellas familias que en esta ocasión no fueron favorecidas con las casas

que fueron inauguradas.

El comandante Holz indicó también que la ejecución del proyecto fue posible gracias a la decidida colaboración del alcalde Santiago Colón Yax, pues fue factor necesario para que la municipalidad donara el terreno para la construcción de la colonia "Iximché del reino Cakchiquel".



La fotografía corresponde al momento en que el presidente de la república, general Kjell Eugenio Laugerud García, descubre la placa recordatoria de la inauguración de las 524 viviendas en Tecpán, Guatemala.

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A muchas personas les falta espacio en la frente para las muchas arrugas que en ella tienen. Esto se puede observar también en la televisión, especialmente cuando aparecen personas importantes. Creo que el que lleva una gran responsabilidad tiene también motivo para preocuparse. Y cuando una persona mantiene su frente arrugada muchas horas cada día, ¡esas arrugas dejan su huella para más tarde!

Un día estaba yo a punto de salir a la calle, cuando se me acercó mi vecina para decirme algo. "¿Puedo hacerle una pregunta algo personal?" Como oficial del Ejército de Salvación esto no me sorprendió, y esperé lo que seguiría: ¿querría la señora confiarme sus problemas? o ¿querría pedirme consejo espiritual? Pero su pregunta me tomó desprevenido: "¿Puede decirme, por qué su esposa no tiene arrugas en su frente?" Para decir verdad, hasta ese momento no me había percatado de ello. Así que le respondí: "Seguramente, porque tiene un esposo tan amable".

Las arrugas tienen diversas causas: a veces por mucho temor, por haber perdido la confianza, por haberse vuelto egoísta, por tomar las cosas con más seriedad que la que merecen. A veces el motivo es simplemente la edad. Pero pueden evitarse en algo, si se mantiene la perspectiva y la agilidad de la juventud, liberándose así de las preocupaciones.

Sin arrugas en la frente



San Pablo, al escribir a la iglesia de Efeso, les dijo: "... a fin de presentársela a sí mismo, una iglesia gloriosa, que no tuviese mancha ni arruga ni cosa semejante, sino que fuese santa y sin mancha".

Las palabras de San Pablo pueden aplicarse también a las personas. Pues así como las arrugas distorsionan el rostro, así también las arrugas del pecado echan a perder la vida. Y así como las arrugas son señal externa de tensión interior, las arrugas del pecado dan a entender que hay desorden en el espíritu.

Esas faltas de estética deben ser tratadas desde las raíces. Solamente Dios puede darnos ese tratamiento. Sólo él puede perdonar pecados, quitar el sentido de culpabilidad, y dar a la persona fuerza que sobrepasa toda fuerza propia.

Puede añadirse a todo esto, que las arrugas de la frente disminuyen cuando uno confía en Dios. Confiar en él significa preocuparse menos. Y preocuparse menos, a su vez, significa menos razón para arrugar la frente.

De cornetista salvacionista a trompetista de la Orquesta Sinfónica de Chicago

Philip Smith, 24 años, ha progresado desde ser un cornetista de una banda salvacionista a la cuarta ubicación de trompetas de la Orquesta Sinfónica de Chicago, una de las mejores en el mundo.

Philip ganó su puesto en una competencia con 80 trompetistas, hace dos años, cuando todavía era estudiante de una escuela de música.

Philip comenzó a tocar corneta cuando tenía 7 años de edad. Hasta los 18 años su único maestro de música era su padre, Derek Smith, director de la banda del estado mayor de Nueva York.

Philip piensa que el ser miembro del Ejército de Salvación ha sido ventajoso para su desarrollo como músico. Al igual que otros salvacionistas, creció creyendo que la música es algo tremendamente valioso y que tiene contenido espiritual. A los 8 años tocaba en una banda juvenil de 35 componentes, y a los 14 pasó al grupo de músicos adultos. Al mismo tiempo siempre hacía su parte en las marchas, reuniones al "aire libre" (servicios en las calles), y junto a las "ollas" de Navidad.

En el Ejército de Salvación, la banda de música no es solamente adorno, sino un medio esencial para atraer a personas al evangelio. La banda de música se usa en los servicios dentro de los templos salvacionistas, igual como en otras iglesias se usa el órgano. El estilo que despliega hace que los salvacionistas sean recordados constantemente que como cristianos deben ser simultáneamente agresivos, disciplinados y alegres.

EL EJERCITO DE SALVACION EN TECPAN G.

INFORME DEL TRABAJO DE EL EJERCITO DE SALVACION, DURANTE EL PROYECTO DE RECONSTRUCCION, EN LA CIUDAD DE TECPAN GUATEMALA

El Ejército de Salvación, llegó a Guatemala el 6 de Febrero de 1976, para iniciar un programa de emergencia, a favor de los damnificados por el terremoto del día 4, comenzó en la Capital del País poco tiempo después le fue asignada el Area Urbana del Municipio de Tecpán, por las autoridades correspondientes, en donde por varios meses se distribuyó entre la población alimentos enlatados, ropa, chamarras, catres, láminas, herramientas, se instaló una Clínica Médica, atendida por personal especializado, éste programa no sólo benefició a los habitantes del Area Urbana de Tecpán, también a los moradores de las 31 aldeas que integran el Municipio, llevándoles en camiones los artículos ya detallados.

Tomando en cuenta a las personas que perdieron sus viviendas y que no contaban con suficientes recursos económicos para reconstruir, el Ejército de Salvación, el día 8 de Marzo de 1976, se comprometió a llevar a cabo un esfuerzo encaminado hacia la restauración y reconstrucción del Area Urbana del Municipio de Tecpán Guatemala, dentro del máximo de sus posibilidades y para ello se firmó un Convenio con el entonces Ministro de la Defensa Nacional, Gral. de Brigada Fernando Romeo Lucas García, y el Cnel. de Inf. José Guillermo Echeverría Vielman, coordinador Gral. del Comité Nacional de Emergencia.

Dicho Convenio fue ratificado ante el Gobierno de Guatemala, a través del Comité de Reconstrucción Nacional, siendo Director Ejecutivo del mismo el Gral. de Brigada Ricardo Peralta Méndez, teniendo como meta: LA CONSTRUCCION DE 500 VIVIENDAS, una casa por familia.

Las partes firmantes en el mencionado Convenio adquirieron responsabilidades para la ejecución del proyecto, a saber:

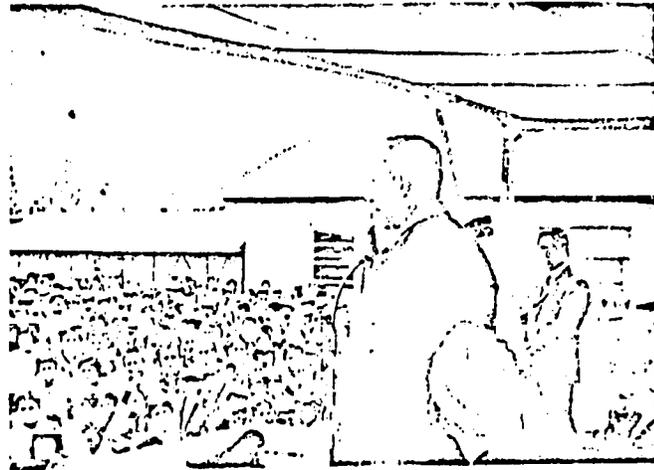
LA COMUNIDAD: Representada por el Sr. Alcalde Municipal.

La comunidad que sea beneficiada participará en forma activa y solidaria en la determinación de:

- Necesidades básicas.
- Formas de organización.
- TIPO DE VIVIENDA A CONSTRUIRSE.
- Servicios comunitarios.
- APORTE DE MANO DE OBRA Y/O financiero.
- Proveer terreno para la instalación del campamento de el Ejército de Salvación.
- Provisión de madera para artesonado de viviendas.
- Arena disponible para la fabricación de blocks.

DEL GOBIERNO: Representado por el Comité de Reconstrucción Nacional.

- El establecimiento de las políticas de reconstrucción.



El presidente Laugerud, se dirige a los asistentes en los actos de inauguración de la colonia del Ejército de Salvación.

- Proveer servicios de vigilancia para las bodegas e instalaciones del Ejército de Salvación.

- Agilizar cualquier tramitación entre oficinas gubernamentales a efecto de expedir soluciones para la ejecución del proyecto.

d. LA SUPERVISION DEL PROYECTO.

DEL EJERCITO DE SALVACION:

a. CUMPLIR CON LA EJECUCION DE LAS METAS ANTES SEÑALADAS.

COMO TRABAJO EL EJERCITO DE SALVACION EN EL PROYECTO DE RECONSTRUCCION DESPUES DE ACEPTAR SU RESPONSABILIDAD?

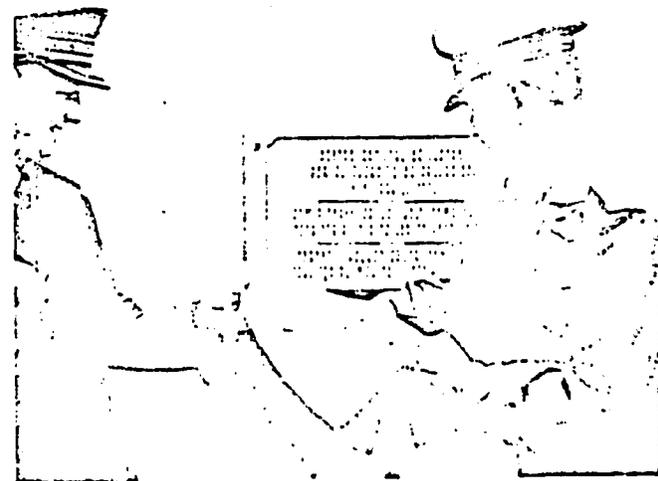
- Se celebraron reuniones preliminares con el Comité Asesor del Ejército de Salva-

- El Ejército de Salvación informó a la Oficina Coordinadora de dicho proyecto en Atlanta, Georgia, Estados Unidos de Norteamérica de los acuerdos tomados y así:

- Se trajo una máquina de block, con capacidad para producir 5,000 blocks en una jornada de 8 horas, así mismo se contrató a la persona encargada de manejarla.

- Se contrataron los servicios de un ingeniero quien procedente de los Estados Unidos de Norteamérica, se hizo cargo de la dirección del proyecto, dicha persona vivió en esta localidad 10 meses en compañía de su familia.

- La Universidad de San Carlos, por medio de su facultad de arquitectura envió un Arquitecto Infiere, el cual fungió como asistente del Ingeniero a cargo del proyecto.



Momentos en que el presidente de la República, Gral. Laugerud García y el comisionado Ernest Hrez, comandante del Ejército de Salvación del Sur de los Estados Unidos, imponen la placa del Centro Comunal de Tecpán Guatemala.

- con el Comité de Reconstrucción de Tecpán Guatemala, para determinar el TIPO DE VIVIENDA A CONSTRUIRSE.

- El Ejército de Salvación, solicitó

- El Ejército de Salvación, solicitó

I.N.T.E.C.A.P., organizar cursos de Orientación Vocacional, relacionados con la construcción, a favor de los vecinos de Tecpán, dicha entidad dejó a un representante quien superviso cuadrillas de trabajadores, quienes fueron entrenados en los cursos ya mencionados.

7. Se aceptaron las solicitudes de las personas que se ofrecieron como voluntarios en los Estados Unidos de Norteamérica, dichos voluntarios trabajan en actividades especializadas tales como Construcción en general, electricidad, carpintería, plomería; con la ayuda de estas personas los vecinos de Tecpán, pusieron en práctica los conocimientos adquiridos en los cursos que impartió el INTECAP.

8. El Comité de Reconstrucción Local, las diferentes Sritas, Trabajadoras Sociales, colaboraron con el Ejército de Salvación, realizando un estudio socio-económico, de las familias que posteriormente fueron beneficiadas.

Dichas familias, participaron en el proyecto de acuerdo al Convenio con 40 días de trabajo en jornadas de 8 horas.

Las familias que realmente no contaban con ningún recurso económico no participaron en las actividades de reconstrucción y el Ejército de Salvación les donó totalmente su casa.

9. Al no contar con la suficiente mano de obra voluntaria, el Ejército de Salvación, ocupó aproximadamente 60 personas vecinos de Tecpán, para trabajar por pago, tomándoles en cuenta horas extras, y asegurándoles a cada uno delante del I.G.S.S.

10. Tomando en cuenta a las familias que no tenían un predio propio, y que antes del terremoto rentaban, en especial a las de escasos recursos económicos, la Municipalidad compró un terreno, dividiéndolo en 70 predios, ahí se construyó lo que ahora se conoce como Colonia Iximché, la cual cuenta con 70 casas cada una de ellas tiene su cuarto para servicios sanitarios, también se construyó una pila con 10 lavaderos para uso general, el drenaje y agua de dicha pila estuvo a cargo de esta Institución.

El Comité de Reconstrucción Local, ha seleccionado a las familias que ocupan dichas casas, las mismas cubrirán el costo del predio a la Municipalidad, incluyendo los servicios de agua y drenaje, dichos servicios así como la energía eléctrica, se-



UNA VISTA DE LA COLONIA DEL EJERCITO DE SALVACION.

rán proporcionados por las Dependencias gubernamentales correspondientes, ya que el Ejército de Salvación, en su convenio con el Gobierno NO SE COMPROMETIO A REALIZAR DICHAS OBRAS.

11. El Ejército de Salvación, donó un edificio pre-fabricado, el cual se encuentra en las instalaciones de la Escuela de Varones, actualmente se le ocupa para impartir clases escolares, ya se han organizado grupos femeninos que asisten a dicho edificio a recibir diferentes clases de Artes Manuales.

12. Se donó a la Municipalidad de Tecpán Guatemala 25,000 blocks para que los use en sus programas de reconstrucción que estimen convenientes.

13. Se donó a la Escuela de la Aldea de Pueblo Viejo el block necesario para levantar una pared y así circunvalar su propiedad.

14. Se tomó en cuenta la decisión de las

personas que desearon construir su casa por ellos mismos y el Ejército de Salvación, les proporcionó los materiales que se necesitaban para ello.

550 blocks, 17 quintales de cemento. 6 sacos de cal; 16 hierros 1.5 mts. 16 hierros 2 mts.; 50 mallas; 18 costaneras; 4 esquines; 4 tijeras; 4 soleras; 14 láminas; 2 1/2 capotes; 2 marcos de ventana; 2 ventanas de madera; 2 marcos de puerta; 2 puertas.

15. El Ejército de Salvación concluyó su participación en este proyecto el día 15 de abril de 1977, siendo el Sr. Gral. Kjell Eugenio Laugerud García, quien declaró concluidas las tareas, e inaugurando al mismo tiempo 524 casas en Tecpán Guatemala.

Atentamente,

Cap. Daniel Guerra B.
Oficial Directivo
Cuerpo de Tecpán.

CAMPANA NACIONAL CONTRA LA ROYA DEL CAFFEO

Saludos a todos los Saludos Sanitarios Municipales

COMUNICACION NACIONAL DE INTERVENCIÓN EN LA REGION DEL CAFFEO

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Date of Evaluation
 Review

PROJECT EVALUATION FORM

1. PROJECT TITLE Jessore Emergency Medical Relief (EMR)	3. PROJECT NUMBER P.D. 39 (Rural Health Extension & Training)	4. TERRITORY BANGLADESH
2. PROJECT DIRECTOR Mr. R.K. Biswas	5. EVALUATION NUMBER Circle: <u>1</u> 2, 3, 4, 5, 6, - <input type="checkbox"/> REGULAR EVALUATION <input checked="" type="checkbox"/> SPECIAL EVALUATION	
6. PROJECT DATES Begin <u>19 72</u> End <u>August 19 80</u>	7. ESTIMATED PROJECT FUNDING A. Total <u>\$150,000</u> B. SAWSO <u>\$ 0</u>	8. PERIOD COVERED BY EVALUATION From <u>April 19 79</u> To <u>April 19 80</u>

A. List any major changes in project plans, budget, revisions of problem statement, objectives, etc.	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>I recommend the present Salvation Army Emergency Medical Relief Operations at Jessore, Bangladesh be replaced by a newly designed, preventive health program in line with the recommendations presented in the April, 1980 evaluation and recommendations of Sr. P. Travaline and Dr. Nicholas Cohen.</p> <p>It is expected that the new project will be supported by USAID/Dacca and will emphasize preventive health; the upgrading of medical service, staff and facilities; and will provide outreach assistance to specified villages</p> <p>See attached "Operational Guidelines and Recommendations for the Health Care Activities of The Salvation Army in Jessore, Bangladesh," submitted to USAID/Dacca and The Salvation Army/Dacca by consultant evaluators, Sr. P. Travaline and Dr. Nicholas Cohen.</p> <p>Dr. Nicholas Cohen's program assessment report of April, 1979 is attached for reference.</p>	Brig. Victor Pedersen	August, 1980

10. TERRITORIAL COMMANDER OFFICE USE	11. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input checked="" type="checkbox"/> Continue Project Without Change B. <input checked="" type="checkbox"/> Change Project Design and/or Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
12. SAWSO OFFICE USE	13. SIGNATURES: _____ Lt.-Colonel Ernest A. Miller Date _____ _____ John W. Wiggins Date _____ _____ Thomas McClure Date <u>MAY 11, 1980</u>

14. According to our project plan, did we accomplish what we set out to do?

Yes. The Emergency and Medical Relief (EMR) Project was established to provide emergency medical and food relief and has served the rural poor and minority groups who otherwise might not have been served.

15. If the answer is "yes," cite observable evidence. If "no," give reason.

It is estimated that a minimum of 70,000 attenders received services from the EMR Project each year. The services included diagnosis, treatment and food supplements. In addition, nutritional rehabilitation for severely malnourished children was given.

16. To what extent has the long-range social problem which our project was addressing been affected?

The original purpose of the EMR Project was short-term relief and rehabilitation following the war of independence and several natural disasters. The current project leadership has expressed interest in attacking the root causes of disease and ill health--poverty, inadequate sanitation practices and malnutrition.

17. Is the social problem identified in the project plan the basic one? If not, should other problem(s) be considered as alternate or additional concerns?

The problems originally identified by the EMR Project were hunger, disease, lack of shelter and dislocation caused by the war and natural disasters and by famine.

18. What unexpected results (good or bad) have occurred?

A good result: basic medical services have been provided to the poorest persons, including Bihari widows in the Jessore area, who otherwise would probably not have been assisted. Additional benefits included the operation of education and employment projects providing training and employment for approximately 100 women with children per year.

A negative result: the quality of EMR medical services deteriorated with the loss of key expatriate volunteer medical and supervisory staff who returned home or were transferred to other posts after critical disaster periods.

19. Was the planned strategy used to solve the problem the best means for approaching the solution?

The only apparent planned strategy at the beginning of the EMR Project was to meet the obvious human needs as quickly and effectively as possible. The original project was to have been terminated after the disaster period, but no formal policy or date was set. The project continued on a temporary, emergency relief basis until the SAWSO intervention in 1979. After SAWSO consultations with project leadership, it was decided to evaluate and redesign the project to meet current rural health needs and de-emphasize the relief aspects of the project.

20. Did we use the means and methods we said we would use to solve the problem?

Yes. It was decided that the expatriate medical team (Salvation Army officers and volunteers) would be replaced by a local indigenous staff to continue meeting the emergency medical, nutritional and relief needs of the rural poor in the Jessore district.

21. What have been the benefits of our project to (a) women (b) youth (c) handicapped (d) aged (e) others?

Approximately 60,668 attenders were served in the one-year evaluation period:
23,510 men attenders
16,751 women attenders
8,749 under-five attenders
11,658 nutritional-rehabilitation-unit attenders

22. Did we spend the amount of money that we said we would?

The EMR Project is funded on a reimbursement basis with no fixed budgets. Funds are provided as needed from a restricted Bangladesh relief fund at the International Headquarters of The Salvation Army in London which is supported by private contributions.

23. Is the project proceeding along the specified time?

Time frames and project termination dates were not established in the initial relief operation. Services are now being provided on a routine basis with no formal goal statements or objectives; however, regular reports of activities and services are submitted to the government and donors. The project does have an excellent disaster response plan and large quantities of food are available for rapid distribution.

24. Does this project affect the natural physical environment? If so, what effect does it have?

No.

25. Does the project affect the cultural environment? If so, in what way?

Yes. There appears to be an increased reliance on Western medicine by the rural populace. There has also been an increase in the basic education, employment skill level and income of Bihari widows participating in the EMR Project's education and work component.

26. Are there any external factors having an unexpected influence on the project (inflation, new priorities, etc.)?

The need for emergency relief assistance has decreased in the Jessore area over the last two years. The Jessore District Commissioner (Government of Bangladesh) and local village leaders have asked The Salvation Army to expand its

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health services to six villages in the Jessore District not presently being served by government health programs.

27. Are there any problems with cash flow, technical services, etc.?

Cash flow has not been a problem, since the inception of the relief activities; however, the unavailability of local and qualified medical staff has been a problem and has adversely affected the medical standards of the operation.

28. Can we draw any lessons from the project experience that would be important in assisting other projects?

The Salvation Army EMR Project obviously has played a vital role in providing medical and food relief to the rural poor and minority groups in the Jessore area after the war of independence and the subsequent natural disasters.

With the passing of the critical disaster and relief periods, health professionals and voluntary personnel moved to other areas; and medical supervision and health service standards deteriorated.

Future emergency medical relief operations should be planned to terminate at a specific time or when the situation warrants; especially when there is a change in the core of qualified and trained medical personnel. Ongoing and regular professional medical oversight of post-disaster projects should ensure adequate and internationally acceptable medical standards being maintained under indigenous staff.

Development training and technical assistance needs to be made available to post-disaster and emergency relief operations to ensure an orderly transition to development-type activities as needed and requested by indigenous Salvation Army staff or officers.

29. Is there any way that SAWSO can provide additional assistance?

Yes. SAWSO has and continues to provide development training and technical inputs to the Bangladesh operation, to assist the transformation of the Jessore Emergency Medical Relief Project into an ongoing, high-quality rural health development program.