

UNITED NATIONS DEVELOPMENT PROGRAMME

INITIATION PLAN PROPOSAL – UNDP GUATEMALA

Project Title: Strengthening National Capacities for Crisis Prevention and Recovery in Guatemala

Starting date: September 2008 **End date:** August 2009

Execution Modality: Direct Execution (DEX)

Partnership Strategy: Direct Execution (DEX) working with Municipal governments, Ministry of the Interior, CONRED, Secretariat of Agrarian Affairs, INFOM, INAP, municipal governments, national and local level CSO's; UNCT, cooperation agencies, and civil society partners.

Location: Guatemala City and three municipalities to be selected.

Linkage to MYFF/Strategic Plan: The IP will work on MYFF points 4.1 Conflict prevention and peace building; 4.3 Small arms reduction, disarmament and demobilization; 4.5 Natural disaster reduction; and 2.1 Policy support for democratic governance.

Total Project Budget: US\$661,250.00

Amount Funded by Country Office:
US\$14,000

Amount Requested from BCPR:
US\$647,250.00

Other Donors: TBD

PROJECT DESCRIPTION

The project will support the design and agreement of an integrated crisis prevention and recovery strategy, to be implemented through a number of relevant projects that is agreed upon and designed jointly between the country office, sister agencies, the government and civil society partners in Guatemala. It will be a landmark initiative in Guatemala that will assist government and social organizations in establishing a National Framework for CPR, theoretical and practical, to give coherence to an integrated approach for work on these issues in the future. To do this the IP will build on the experiences and abilities accumulated through previous projects on CPR-related issues and will work on these key dimensions:

- Support to the design and implementation of public policy and legislation on CPR-related issues.
- Strengthening of capacities of institutions at the national and local level to implement CPR initiatives.
- Promotion of successful local-level, pilot initiatives with an integral CPR approach.
- Strengthening of the consideration of gender-specific issues in CPR work.
- Strong knowledge management to feed into the design and implementation of future initiatives.
- Sub-regional collaboration will be intensified to achieve synergies among the different strengths that UNDP country offices have been building in the Central American 'Northern Triangle'.
- Reaching a common understanding among all relevant actors on CPR and devise a critical route for the implementation of an initial agenda on these issues.

This IP is the first phase in the implementation of a larger, multi-year, CPR Program in Guatemala.

1. CONTEXT AND BACKGROUND

Guatemala is suffering from different kinds of manifestations of violence which pose great threats to its political and social stability, to its process of attaining higher levels of human development and to the achievement of the MDG's. Armed violence in Guatemala has grown over 12% annually since 1999. The homicide rate in Guatemala City of 108 per 100,000 inhabitants is comparable to that of places officially at war. Socially and economically disaffected youth look for social identity, and sometimes livelihoods, in youth-gangs which are likely to engage in criminal and violent activities. In smaller communities public lynching of suspected criminals occurs sporadically revealing the continued lack of trust in the justice system and the incapacity of state institutions to enforce the rule of law. Conflicts over land, natural resources and labor relations spark off into violence from time to time due to non-existent or extremely weak national and local institutional capacities and systems for managing and resolving conflict and tensions. These manifestations of violence are contributing to a crisis of governance and security which threatens the political stability of the country as a whole.

The unprecedented levels of criminal and social violence Guatemala is undergoing are related to the impunity with which organized criminal groups operate in the country and with the incapacity of state institutions to respond to it. The other main contributor to potential violent conflict is the high incidence of poverty, inequality and exclusion. Acute inequalities, the persistence of exclusionary social structures, and the absence of systems and capacities for managing and resolving tensions entail a potential for the escalation of conflict into violence.

The dignifying and reparation of the victims of the armed conflict has only partially taken place. Most of the human rights abuses and genocidal violence inflicted against the civilian population during the war remain in impunity, the social and material losses of the affected communities have not been compensated for. Increased social demands by socially organized sectors in the form of land invasions, road blocks or labor strikes have at times led to violent stand-offs with the Police and the Army.

These social conflicts reflect an organizational capacity of some sectors of the population such as women, peasants and indigenous groups. On the other hand, they reflect a weakness in social organizations' capacities to negotiate with the authorities realistic and viable options. They also expose the State's lack of receptiveness and its very limited, weak and disarticulated capacity to address the causes of conflict and open the channels for negotiation with the disaffected groups.

All governmental efforts and the support that the UNDP is mandated to provide must go in the direction of addressing the great social injustice, poverty and inequality that bear upon the Guatemalan population. The UNDP's CPR Program must design its interventions with consideration of this central responsibility of contributing to poverty reduction.

The improvements achieved during the last decade must be built upon to promote understanding among confronted sectors of society to inhibit the possibility of violent conflict at the event of an aggravation of crisis. There is growing concern that 2008 may bring about one such crisis due to the economic slow-down in the United States and the startling rise in oil and food-stuffs' prices. 42.6% of Guatemala's total exports go to the US¹ and migrants' remittances from that country are the largest source of international revenue.

¹ Banco de Guatemala:
www.banguat.gob.gt/estaeco/envolver.asp?kanio=2006&kdir=ceie%5Ccg&karchivo=ceie03&ktomadir=1

The fight against impunity entails confronting organized criminal structures. This is beyond UNDP's capacities and will not be dealt with directly from the CPR program. Nevertheless the graveness of the situation has convinced the international community of the need to support Guatemala in dealing with this serious problem. For this it is that the UN International Commission Against Impunity in Guatemala (CICIG in Spanish) has been established. CICIG will bolster national justice and security institutional capacities. The full implementation of CICIG may have important effects on the process of justice and security sector reform. This notwithstanding, the fact that the problem of impunity and violence in Guatemala goes beyond the lack of technical capacities will demand much political will and resolve on the part of the Government, society and the Commission itself to produce useful results. The UNDP will accompany CICIG's efforts to strengthen justice and security sector institutions in order to redress impunity.

Regarding disaster risk reduction issues it must be pointed out that governmental action is lacking in institutional capacities for planning, evaluating and coordinating strategies and action plans for risk management. Recent catastrophic events such as Hurricane Mitch and Tropical Storm Stan have revealed the government's weaknesses to respond adequately to emergency situations. Knowledge must be generated as an input to design guidelines to orient the performance of each institution in post disaster situations. It is necessary to promote the necessary conditions for identify synergy among public institution.

In order to prevent the deterioration of risk factors and prevent social violence it is necessary that the CPR program will work towards the strengthening of trust among potentially confronted social sectors; bolstering the capacities of authorities and civil society actors at the local level to address the problems; contribute to knowledge of the causes, effects and probable solutions for conflict; implement preventive actions; contribute to the processes of strengthening of state institutions; and look at lessons learned and systematize best practices in Guatemala and abroad on crisis prevention and recovery.

2. STRATEGIES

Guatemala's process of democratization is still unfinished and the implementation of the Peace Accords of 1996 is only partial. A prevention approach to conflict, violence and disaster risks is not yet institutionalized within the government, or within policy and legal frameworks, making it yet more difficult to work towards the implementation of the peace accords. In this context, social conflicts are usually addressed through repressive policies, rather than through democratic dialogue, consensus building and institutional strengthening. One of the main challenges Guatemala faces is advancing towards democratic conceptualizations of the role of government and society in public policy, and in dealing with security issues, conflict prevention and DRR both at the national and at the local level. The IP will thus be key in working with government and international partners in the development of national framework for CPR. Considering the current context in Guatemala, the emerging needs for a coherent and integrated approach in general in the area of crisis prevention and recovery, both within the government as well as within the donor community, as well as the current CPR portfolio in the UNDP Guatemala country office, the current proposal proposes an approach as outlined in the following paragraphs.

2008 will mark the start of a CPR programmatic approach for the work of the Guatemala CO, embedded in an ambitious CPR strategy to be developed with government and the international community. This

will be of special importance as during the year new CCA and UNDAF documents will be drafted. The incorporation of the CPR strategy into the local UN System's guidelines is timely as these considerations are shared by most other agencies. Furthermore, the initiation plan will develop capacities and provide strategic orientation in determining the CPR priorities for the next couple of years not only within UNDP and the government, but also within other agencies in the UNCT. This process will lay the foundation to increased synergy between the interventions of the various agencies during the implementation period of the upcoming UNDAF.

In addition, the initiation plan will be a crucial to strengthening the CPR portfolio that will bring together relevant projects into a single programmatic platform and strategy. The programs will use existing project platforms such as the partners, entry points, and processes that have already been built during the preceding years. The development of the programs will require the design of a new DEX component for local development and conflict prevention to be linked to the existing transitional justice projects, the refocusing of policy related work for the justice and security program and the expansion of local level initiatives.

To adequately implement and integrate the CPR strategy into the broader UNDP and UNCT portfolio BCPR's high-level support will be indispensable. The CPR area portfolio will be strengthened in its interaction and coordination with the other three programmatic areas of the CO through a common planning (and based on the National CPR framework) process for the CPR Strategic Area and engagement at an early stage of a wider number of staff in the design of all projects, and strengthening the vertical and horizontal integration of the programs and the areas. The strategic planning and generation of common visions for the design of the CPR strategy for the CO will be carried out during the first months of 2008.

Linkages to UNDP's poverty reduction work

The CO will follow the BCPR recommendation of positioning poverty reduction at the center of crisis prevention efforts during the coming years. The CO will develop a conflict and security agenda that is organically and conceptually linked to development and poverty reduction, at both a policy and programmatic level. This will also strengthen the development of a coherent and long-term approach to, and program on, conflict prevention. The CO will develop a process of reflection and consultations within and outside UNDP, to recover positioning on these issues, and heighten its profile on the poverty and inequality debate in Guatemala.

Linkages to UNDP's governance work

The initiation plan will make use of and foster the work being carried out with municipal governments in the strengthening of the development councils, which are the main instrument for the decentralization of governance in Guatemala. The proposed plan includes carrying out integral pilot initiatives in 3 municipalities on CPR issues. These initiatives will strengthen local capacities to prevent conflicts, deal with citizen security issues, and reduce the risks of disasters from a decentralized perspective, making use of local resources, knowledge, and recognizing the value of traditional values.

Linkages to UNDP's work on transitional justice and reparations

The UNDP will also continue working directly on the dignifying and reparation of victims and will broaden its focus to historical reparation, social reconciliation and local integral development in

communities affected by the internal armed conflict and extreme poverty. The UNDP will accompany the implementation of the National Program for Reparations (of the losses and costs imposed on the victims of the armed conflict). The initiation plan is considering the creation of a "Women and Peace-building" subproject. Work will be continued with the Ministry of Education on the sensitization of elementary school teachers on the implications of Guatemalan recent history. A national execution (NEX) Reparation & Reconciliation Project will be designed and supported in its initial implementation during the initiation plan. These efforts will contribute to building basic conditions for sustainable human development and fulfillment of the MDG's as part of the processes of reconciliation and reparations.

Linkages to Gender

Since 2007 the country office has been implementing a plan of action towards the mainstreaming of gender issues in all its work areas. The process has included the drafting of internal guidelines and a manual for training on gender issues. Pilot implementation of these tools has been carried out with 3 UNDP projects. The IP will contribute and make use of these institutional efforts by ensuring an appropriate mainstreaming of gender issues in its implementation, establishing a gender-monitoring plan, generating gender-analysis indicators, carrying out training activities to enhance capacities of counterparts for gender equality. The IP will draft specific documents related to gender considerations of CPR which will orient all future action on these issues.

3. RESULTS FRAMEWORK AND RESOURCES

Outline of the initiation phase for the CPR program, methodology and capacity building

The initiation plan takes into consideration, amongst others, the following recommendations of the BCPR mission to Guatemala that took place in September 2007:

- Build on the successes of a range of initiatives and use existing projects as much as possible as a platform for expanding and refocusing the CPR portfolio;
- Link national policy development with concrete local-level integrated innovative initiatives that illustrate best practice to policy makers and demonstrate the value added of UNDP;
- Increase value of services to UNDP's partners through more rigorous capacity development strategies and a focus on measurable results;
- Focus on policy efforts, rigor in the design and monitoring of programs and, greater emphasis on transparency in the use of funds;
- Develop and systematize a UNDP approach that will demonstrate the institutions' "niche" amongst government and donors and provide a guide in the design of sub-programs. The tools for this methodology include:
 - ❖ Evidence-based policy on selected issues;
 - ❖ Sustained, planned and monitored capacity development strategies;
 - ❖ Sustained multi-stakeholder dialogue processes engaging traditional and non-traditional UNDP partners;
 - ❖ More focused, planned and targeted advocacy strategies and systematization of lessons learnt for public policy purposes;
 - ❖ Service delivery through innovative local initiatives.

Considering the above, the initiation plan proposes to achieve the following overall goal and deliver the following outputs:

Overall goal: Support the design and agreement of an integrated crisis prevention and recovery strategy, to be implemented through a number of relevant projects that is agreed upon and designed jointly between the country office, sister agencies, the government and civil society partners in Guatemala.

Outputs:

1. National framework for Conflict Prevention and Citizen Security agreed and designed with Government.
2. Comprehensive local level conflict prevention, citizen security and disaster risk reduction program developed and launched.
3. National and local institutional and planning capacities for Disaster Risk Reduction strengthened.
4. National gender strategy for CPR developed and implemented as input into the national framework.
5. CPR knowledge management and monitoring and evaluation plan designed and implemented.

The outputs and deliverables (in bold) are described in detail below. For more information on indicative activities, please refer to the logframe at the end of this document.

Description and Intended Outputs and Deliverables

Output 1

National framework for Conflict Prevention and Citizen Security agreed and designed with Government.

Deliverables

The Initiation Plan will establish a national framework for conflict prevention and citizen security. The IP will contribute to the design of a **gender-sensitive national policy** on conflict prevention and citizen security. The process will take place within the newly created National Security System shoring up the security sector reform process. The IP will assist in the identification of the risks agenda, the classification of conflicts, and developing protocols for relevant institutions to respond to crises. The design of the national policy will as much as possible be informed by the local initiatives undertaken in output 2.

A 'culture of information' in which public policy decisions are taken based on reliable data and analysis is still very incipient in Guatemala. The strengthening of capacities to produce information, understand underlying historical and social issues that contribute to violence, and having the ability to analyze existing data and generate good policy proposals based on evidence is fundamental to advance conflict and violence prevention. In this sense, the IP will contribute through the generation of an **institutional platform** for the production, analysis and dissemination of **gender disaggregated information** on conflict prevention and citizen security issues. This space will not only improve public policy and foster the culture of information being sought, but it will also bolster social accountability capacities of a better informed civil society.

To complement the new gender-sensitive national policy on conflict prevention and citizen security the IP will develop a **capacity development plan** especially directed towards members of staff of institutions

in charge of implementing this policy. Training activities, study tours and mentoring for the implementation of the mandates emanated from the National Policy will be undertaken. It is envisaged that the main beneficiaries of this deliverable will be staff of the National Security Council, the National Civilian Police's Sub-Directorate for the Prevention of Crime, the State Intelligence Secretariat, Municipal (and/or Departmental) Security Commissions, the Vice Ministry of Community Support, other local governmental partners, as well as civil society organizations.

The IP will build on UNDP's previous experience in reparation and reconciliation where this relates to the strengthening of institutional capacities, building secure environments for multi-stakeholder dialogue and inter-institutional collaboration, coordination and planning of policy and programming, and advocacy on these issues. To do so the IP will support the national reconciliation committee in the design and initial implementation of a **NEX reparation and reconciliation project** that will transfer capacities generated through previous projects to governmental authorities.

To complement the above the IP will support national partners (the main governmental and non-governmental bodies involved in conflict prevention and citizen security as the Ministry of the Interior, SEGEPLAN, the Secretariat of Agrarian Affairs, the Secretariat of State Intelligence) in the design and implementation of an **advocacy strategy** to engage decision makers, particularly Congress people in regard of better legislation and policy on CPR issues will be developed and implemented. The advocacy strategy will support the application of the recently approved framework law of the National Security System, and the passing of the package of laws of security currently under discussion (law on small arms and ammunitions; law on private security companies, law against organized crime; framework intelligence law, habeas data law; law on prevention and eradication of domestic violence).

Output 2

Comprehensive local level conflict prevention, citizen security and disaster risk reduction program developed and launched.

Deliverables

In recent years successful experiences in Guatemala and elsewhere with addressing violence and conflict prevention have stressed the importance of involving actors at the **local level**. Work at this level is highly recommended to pursue successful outcomes as it is within the communities that the problems of violence, conflict and risks of disaster arise and it is also there where the strongest assets and most valuable resources to deal with the problems exist. Output 2 will develop and launch comprehensive local level conflict prevention and citizen security programs in three selected municipalities. Work with municipalities and the strengthening of local governments will link the Initiation Plan to the strengthening of the overall decentralization process (mainstreaming CPR within municipal development plans) and on the other hand, ensure that local experiences are incorporated within national public policies.

National and local authorities do not only lack a strong policy and legal framework on which to launch effective CPR initiatives, they also have very weak capacities to implement operational work on conflict prevention, citizen security and DRR. There are weak institutional, technical, political, organizational and coordination capacities of local and national authorities to do so. To engage these insufficiencies 3 **integrated CPR citizen security and conflict prevention projects** will be designed and their implementation will be initiated in selected municipalities. The intention is to build upon preexisting successes to foster a community-centered approach to be replicated throughout the country in the

coming years. The selection of municipalities will be informed by previous successful experiences at the local level, mainly during the recovery process after Tropical Storm Stan.

Municipal governments will be supported in the design and validation of local level **action plans** on conflict prevention, peace-building and development; and citizen security and peace. The purpose of this deliverable will be to clearly establish how to go about tackling the issues from a common understanding of CPR. These documents intend to be the operational base for the work on CPR by municipal governments, central government institutions and UNCT in the coming years.

Besides impunity and the infiltration of the Guatemalan State by criminal organizations the other great contributor to the soaring levels of violence is the high incidence of poverty, inequality and exclusion faced by great swaths of Guatemalan society. Of special relevance are socially and economically disaffected youth who look for social identity, and sometimes livelihoods, in youth-gangs which are likely to engage in criminal and violent activities. To engage this predicament the IP's local-level action plans will consider support to **pilot initiatives** promoting violence prevention through the **generation of socioeconomic opportunities**, especially directed to youth at-risk, and youth reintegrating from gang activity. In partnership with ILO, and two local NGO's, training on entrepreneurial skills for at-risk youth in violent communities will be provided. Also alliances with private companies to integrate former gang members into productive employment will be fostered.

Output 3

National and local institutional and planning capacities for Disaster Risk Reduction strengthened.

Deliverables

The IP will work to strengthen the national institutions' capacities to plan, evaluate and coordinate strategies and establish action plans for disaster risk management. The IP will support INFOM and INAP in the process of design and validation of a **national strategic action plan** for disaster reduction. Policy advice and technical assistance will be provided to governmental authorities on DRR by strengthening policy documents for disaster reduction through the drafting of **guidelines** and the facilitation of participatory processes with stakeholders at the national and local levels. The national strategic plan will also include an **advocacy strategy** for DRR which will be developed to engage decision makers facilitating the implementation of the action plan and promoting the use of the evaluation methodologies that will be produced within the context of the project.

Another important area in need of strengthening of local capacities is **DRR evaluation**. Here the IP will contribute by supporting INFOM and INAP in producing and implementing a methodology for the evaluation of disaster-risk vulnerability as a mechanism for identifying populations to be targeted for social policies, municipal development plans, programs and projects.

The IP will design and develop the action plan for a **program** on DRR to clearly establish how to go about tackling related issues from a common understanding. This process will be led by a **National DRR advisor** who will work in the organization of a strategic agenda for DRR that contributes to: incorporate considerations of risk reduction in public policies at the national and local level, enhancing national capacities on DRR, designing and validating tools for local-level management of DRR, improving access to information on population and territories as a basis for reducing vulnerabilities and local-level management. The advisor will be responsible for following-up on national institutions and UNCT agencies to achieve the integration of DRR considerations in their programs.

Output 4

National gender strategy for CPR developed and implemented as input into the national framework.

Deliverables

In recognition of the especially severe situation being faced by women with regards to violence and in situations of crisis in Guatemala the IP intends to significantly bolster governmental and social consideration of gender issues in CPR work in the country. This will be another pioneering aspect of the IP. Low levels of gender responsiveness exist within security, conflict prevention and DRR institutions. In response to this, organizations and networks have sprouted in the country specifically working on gender considerations and violence prevention.

To build a base for future efforts the IP will design a **National Gender Strategy for CPR** within the context of the wider CPR framework that will be supported. **Women networks for conflict prevention, DRR and citizen security will be promoted** throughout the process. UNDP's 8 Point Agenda for gender equality in crisis prevention and recovery will serve as a guiding document throughout the work of the overall IP but in particular for this component.

Output 5

CPR knowledge management and monitoring and evaluation plan designed and implemented.

Deliverables

The IP will be a ground-breaking initiative for Guatemalan governmental and social actors, as well as for the UNCT agencies present in the country. It will also be an innovative experience of collaboration between the UNDP CO, BCPR and RBLAC. Many lessons will be learned through its implementation which needs to be adequately systematized through a **knowledge management** plan to feed into the design and implementation of future initiatives. Of great importance for this effort will be the **monitoring and evaluation** of the implementation of the IP. From the lessons acquired from the process a contribution to the global UNDP CPR practice network will be prepared.

The IP will foster the **exchange of experiences** and good practices for the collaboration on the production of information on security issues among the Guatemala, El Salvador and Honduras CO's. An overview paper on citizen security in Northern Central America will be drafted. A regional consultation among the 3 UNDP CO's on citizen's security and armed violence prevention will be held. These activities will contribute to the process of production of the Regional Human Development Report on security issues which is being supported in a collaborative effort by the CO's.

Finally, a gender-sensitive **programmatic concept note** will be designed, validated and disseminated in collaboration with national and regional partners. The intention is to allow the CO, the UNCT and their partners to build a theoretical base from its acquired experience and the international best practices on work on CPR issues to harmonize the fragmented approach that has characterized work on these matters in the past and lay the foundation for increased synergy among the interventions of the various agencies.

Outcome Indicator: National framework for CPR designed and agreed upon by GoG, National capacities for CPR enhanced.
Partnership Strategy: Direct Execution (DEX) working with a range of governmental institutions, UNCT, cooperation agencies, and civil society partners.
Project title: Strengthening National capacities for crisis prevention and recovery in Guatemala.

Deliverables and time scale	Indicative Activities	Responsible parties	Inputs required
<p>O1-D1. Gender-sensitive National Policy on conflict prevention and citizen security developed within framework of the new Law of the National Security System.</p> <p>O1-D2. Inter-institutional platform for government the production, analysis and dissemination of information on crisis prevention, citizen security and violence prevention issues</p>	<ul style="list-style-type: none"> ✓ Setting up of the technical secretariat of the National Security Council. ✓ Definition of the risks agenda. ✓ Classification of conflicts and their origins. ✓ Drafting of the National Policy. ✓ Development of protocols to respond to conflicts. ✓ Production of policy documents related to crisis prevention and citizen security issues aimed at decision makers. ✓ Inter-institutional (including government) seminars for discussion and dialogue on conflict prevention and citizen security. ✓ Publication and dissemination of results and outcomes, including advocacy. 	<p>CTA</p> <p>CO's CPR strategic area With support from BCPR Partners: National Security Council; CEG, ID (NGO's)</p> <p>CTA, CPR Strategic Area UNDP Guatemala and M&E Expert Partners: BCPR National Security Council Research centers, Universities NGO's and Small Arms Survey</p>	<p>CTA 1 month (USD 8,000)</p> <p>Ad-hoc consultancies (US\$20,000)</p> <p>Workshops (US\$2,000)</p> <p>Travel (US\$9,000)</p> <p>Miscellaneous (US\$2,000)</p> <p>CTA 1 month (USD 8,000)</p> <p>1 M&E Expert (US 5,000)</p> <p>Consultancies (US\$15,000)</p> <p>Workshops (US\$5,000)</p> <p>Publications (US\$5,000)</p> <p>Travel (US\$12,000)</p> <p>Miscellaneous (US\$2,000)</p>
<p>O1-D3. Capacity development plan for institutions responsible for implementing the National Policy on conflict prevention and citizen security.</p>	<ul style="list-style-type: none"> ✓ Capacity needs assessments of relevant institutions. ✓ Training activities, study tours and mentoring for the implementations of mandates emanated from the National Policy on conflict prevention and citizen security. ✓ Support the design and implementation of a capacity development strategy. ✓ Partners: National Security Council, National Civilian Police, State Intelligence Secretariat, Municipal (and/or Departmental) Security Commissions, Vice Ministry of Community Support and related local partners. 	<p>CTA</p> <p>CPR Strategic Area UNDP Guatemala. National staff</p>	<p>CTA 3 months (USD 24,000)</p> <p>1 National staff (US\$15,000)</p> <p>Consultancies (US\$15,000)</p> <p>Workshops (US\$5,500)</p> <p>Travel (US\$18,000)</p> <p>Publications (US\$1,000)</p> <p>Miscellaneous (US\$2,000)</p>
<p>O1-D4. Review of the national Reparation & Reconciliation policy and support the national committee in the design of a project in support of the fulfillment of Peace Accords</p>	<ul style="list-style-type: none"> ✓ Support the national reconciliation committee in developing and publishing a survey assessment to identify gaps in practice & policy on reparation and establish a base line for technical assistance needs to comply with policies and practices. ✓ 1 Public event to share global best practices on Reparation & Reconciliation and national lessons learned and meetings with key government, judiciary, and civil society actors in the context of a broad dialogue. 	<p>CPR Strategic Area UNDP Guatemala. National staff BCPR Partners: GTZ OHCHR América Latina Genera</p>	<p>1 National staff (US\$15,000)</p> <p>National Consultancies (US\$ 13,000)</p> <p>International Consultancy (US\$5,000)</p> <p>Learning Costs (US\$12,000)</p> <p>Travel (US\$ 30,000)</p> <p>Publications (US\$ 5,000)</p> <p>Miscellaneous (US\$3,000)</p>

✓ Establishment of committee for the design and formulation of the project.

<p>O1-D5. Support the Ministry of the Interior, SEGEPLAN, the Secretariat of Agrarian Affairs, the Secretariat of State Intelligence in the development and implementation of a national advocacy strategy for conflict prevention and citizen security.</p>	<p>Support the development of a partnerships network of national organizations and institutions for the implementation of the national framework for conflict prevention and recovery. Engagement with decision makers, in particular Congress people, key governmental officials and political parties with regards to the implementation of relevant laws on CPR.</p>	<p>CTA CO's CPR Strategic Area CO's senior management. Ministry of the Interior SEGEPLAN Secretariat of Agrarian Affairs Secret. of State Intelligence With support from BCPR</p>	<p>CTA 1 month (USD 6,000) Ad - hoc Consultancies (US\$ 8,000) Workshops (US\$ 1,500) Miscellaneous (US\$ 500)</p>
<p>O2-D1. Formulation and design of an action plan for local level Conflict Prevention, Peace Building and Development strategies and projects validated with national and international counterparts in 3 selected areas.</p>	<p>Systematization of lessons learned from previous programs and projects. Local level conflict-related development analysis and actors/drivers of change analysis. Consultations with donors. Stakeholder consultations with local and national government. Consultations at community level. Drafting and validation of the programs and action plans.</p>	<p>CTA CO's CPR strategic area staff. Gender consultant Partners: BCPR América Latina Genera</p>	<p>CTA 1 month (USD 8,000) Consultancies (US\$ 18,000) Workshops (US\$ 2,500) Miscellaneous (US\$ 1,000)</p>
<p>O2-D2. Support municipal government in designing and implementing three integrated CPR projects in three selected municipalities.</p>	<p>Assessment of CPR issues including its linkages to local socioeconomic needs (through surveys and stakeholder consultations) Assessment of capacity needs of local government and civil society organizations. Gender and youth issues consultations carried out. Support to the establishment or strengthening of the local government body in charge of the integral CPR intervention. Support to the establishment or Strengthening of the local development council in charge of following up the intervention. Support to the coordination with the local National Civilian Police. Participatory design of local level interventions on</p>	<p>CTA CPR Strategic Area UNDP Guatemala. M&E Expert National staff Municipal authorities. Municipal Development Councils. Partners: National Civilian Police</p>	<p>CTA 1 month (USD 8,000) 1 M&E Expert (US 5,000) 1 National staff (US\$15,000) Consultancies (US\$39,000) Workshops (US\$9,000) Publications (US\$2,000) Travel (US\$5,000) Miscellaneous (US\$4,500) Equipment (US\$12,000)</p>

	<p>CPR issues in 3 municipalities.</p> <ul style="list-style-type: none"> ✓ Support to the implementation of the work plans of the local level interventions. ✓ Awareness raising activities. ✓ Systematization of lessons learned from previous programs and projects. ✓ Local level conflict-related development analysis and actors/drivers of change analysis. ✓ Consultations with donors. ✓ Stakeholder consultations with local and national government. ✓ Consultations at community level. ✓ Drafting and validation of the programs and action plans. ✓ Training on entrepreneurial skills for at-risk youth in violent communities. ✓ Fostering of alliances with private companies to integrate former gang members into productive employment. 	<p>O2-D3. Support to municipal level government and civil society platforms to develop local action plans for citizen security and violence prevention through the generation of socioeconomic opportunities, designed and implemented through pilot initiatives in 3 selected municipalities.</p>	<p>CTA CO's CPR strategic area staff. Gender consultant Partners: BCPR América Latina Genera ILO Céibas; AMIA (ngo's)</p> <p>CTA 1 month (USD 8,000) Consultancies (US\$18,000) Workshops (US\$3,000) Publications (US\$1,000) Miscellaneous (US\$1,500)</p>
<p>Intended Output 3. National and local Institutional and planning capacities for Disaster Risk Reduction strengthened</p>	<p>O3-D1. Support INFO; and INAP in the design and validation of a national strategic action plan for disaster reduction through a participatory process among stakeholder at national and local level.</p> <ul style="list-style-type: none"> ✓ Operational/practical guidelines on Disaster Risk Reduction produced for government including the formulation of technical notes for the inclusion of risk variables in territorial and use of terrain planning. ✓ Policy advice and technical assistance provided to governmental authorities on DRR. ✓ Advocacy strategy for DRR developed and implemented. ✓ Systematization of experiences and production of policy documents on DRR ✓ Establishment of a partnerships network of national organizations and institutions for the implementation of the advocacy strategy. ✓ Engagement with decision makers, in particular Congress people, key governmental officials and political parties with regards to the implementation of relevant laws on CPR. 	<p>CTA CO's CPR Strategic Area CO's senior management. Partners: BCPR INFOM INAP Municipal authorities CONRED SEGEPLAN</p> <p>CTA 1 month (US\$ 8,000) Ad-hoc consultancies (US\$14,000) Workshops (US\$3,500) Publications (US\$1,000) Travel (US\$4,000) Miscellaneous (US\$1,500)</p>	<p>CTA CO's CPR Strategic Area UNDP Guatemala. M&E Expert Partners: INFOM, INAP, Mancomunidades of the</p> <p>1 M&E Expert (US 5,000) Ad-hoc consultancies (US\$25,000) Workshops (US\$2,500) Publications (US\$1,000) Travel (US\$8,000)</p>
	<p>O3-D2. Support INFO; and INAP in the design and implementation of a methodology for the evaluation of disaster-risk vulnerability.</p> <ul style="list-style-type: none"> ✓ Participatory design of disaster risk evaluation methodology. ✓ Validation of the methodology by local actors in 3 geographic areas. ✓ Promotion and implementation of the vulnerability 	<p>CTA CO's CPR Strategic Area UNDP Guatemala. M&E Expert Partners: INFOM, INAP, Mancomunidades of the</p> <p>1 M&E Expert (US 5,000) Ad-hoc consultancies (US\$25,000) Workshops (US\$2,500) Publications (US\$1,000) Travel (US\$8,000)</p>	<p>CTA CO's CPR Strategic Area UNDP Guatemala. M&E Expert Partners: INFOM, INAP, Mancomunidades of the</p> <p>1 M&E Expert (US 5,000) Ad-hoc consultancies (US\$25,000) Workshops (US\$2,500) Publications (US\$1,000) Travel (US\$8,000)</p>

<p>assessment methodology. Training for public officers on DRR and its inclusion in municipal management.</p> <p>selected regions. Municipal authorities.</p> <p>Miscellaneous (US\$1,000)</p>	<p>Systematization of lessons learned from previous programs and projects.</p> <p>Local level conflict sensitive risk assessment.</p> <p>Consultations with donors.</p> <p>Stakeholder consultations with local and national government.</p> <p>Consultations at community level.</p> <p>Drafting and validation of the programs and action plans.</p>	<p>CTA</p> <p>CO's CPR strategic area staff.</p> <p>Gender consultant</p> <p>Partners:</p> <p>BCPR</p> <p>América Latina Genera</p>	<p>CTA 1 month (USD 8,000)</p> <p>Consultancies (US\$6,000)</p> <p>Workshops (US\$1,000)</p> <p>Miscellaneous (US\$ 250)</p>
<p>Intended Output 4. National Gender Strategy for CPR developed and implemented as input into the National Framework</p>	<p>Gender and CPR strategy developed to mainstream the 8 point agenda in the national CPR policies and framework.</p> <p>Gender needs assessment and review of relevant and existing initiatives for work on CPR issues by CO.</p> <p>Gender and CPR workshop for CO's CPR strategic area and national counterparts.</p> <p>Design a Women and peace-building leadership sub-project.</p> <p>Design of operational guidelines for mainstreaming gender into CPR programming.</p> <p>Consultations for the assessment of the project design with government, donors, and local level stake-holders.</p>	<p>CPR Strategic Area UNDP Guatemala.</p> <p>M&E Expert</p> <p>BCPR</p> <p>National counterparts UNDP Guatemala gender specialist</p> <p>Partners:</p> <p>América Latina Genera</p>	<p>Consultancies (US\$18,000)</p> <p>1 M&E Expert (US 5,000)</p> <p>Workshops (US\$3,000)</p> <p>Travel (US\$4,000)</p> <p>Miscellaneous (US\$1,500)</p>
<p>Intended Output 5. CPR Knowledge Management and Monitoring and Evaluation plan designed and implemented</p>	<p>Women's capacities for conflict prevention, disaster risk reduction, and citizen security strengthened and pilot initiatives for women and peace-building developed.</p> <p>Provision of technical advice on gender mainstreaming</p> <p>Workshops</p> <p>Awareness raising activities</p> <p>Overview paper on Citizen Security in Northern Central America produced in collaboration with national and regional agencies.</p> <p>Regional consultation with relevant counterparts on citizen's security and armed violence prevention.</p> <p>Support for the participation in national consultations of the selected stakeholders and parliamentarians in 3 countries.</p> <p>Common UNDP sub-regional methodology for information gathering developed.</p>	<p>CTA</p> <p>UNDP Guatemala CPR strategic area staff.</p> <p>BCPR Technical Assistance</p> <p>SURF</p> <p>OCAVI</p> <p>CASAC</p>	<p>Consultancies (US\$6,000)</p> <p>Workshops (US\$4,000)</p> <p>Publications (US\$2,000)</p> <p>Travel (US\$3,000)</p> <p>Miscellaneous (US\$1,000)</p>

<p>O5-D2. Inter-agency approach and methodology for the development of a gender-sensitive programmatic concept note on CPR issues approved and adopted by the UNCT.</p>	<ul style="list-style-type: none"> ✓ Review of relevant data and background materials. ✓ Development of a draft concept note. ✓ UNDP Consultation. ✓ Consultation with UNCT, technical teams and other partners, including donors. ✓ Consultations with government and civil society actors. 	<p>CTA CO's CPR strategic area staff. CO's Senior management. With support from BCPR Latinamerica genera</p>	<p>CTA 1 month (USD 8,000) Consultancies (US\$12,000) Workshops (US\$1,500) Miscellaneous (US\$500)</p>
<p>O5-D3. Monitoring and Evaluation</p>	<ul style="list-style-type: none"> ✓ Planning of the M&E process ✓ Design of SMART and gender-sensitive indicators ✓ Gathering of information on performance ✓ Drafting of feed-back documents ✓ Presentation of recommendations ✓ Final evaluation 	<p>CO's CPR strategic area staff.</p>	<p>Learning costs (US\$1,000) Travel (US\$20,000) Miscellaneous (US\$500) 1 M&E Expert (US\$5,000)</p>
<p>TOTAL</p>			<p>US\$647,250</p>

4. BUDGET

Número del Award del proyecto:	00050543
Nombre del proyecto:	Strengthening National Capacities for Crisis Prevention and Recovery in Guatemala
Periodo (años):	September 2008-August 2009
Modalidad de ejecución:	DEX
Fecha de preparación del presupuesto:	Aug-08

Producto (=Project ID=Output)	Año	CINE/Socio Implementador	Presupuesto				Monto US\$
			Fuente	Donante	Número	Descripción	
Producto 1: National framework for Conflict Prevention and Citizen Security agreed and designed with Government Actividad:O1-D1. Gender-sensitive National Policy on conflict prevention and citizen security developed within framework of the new Law of the National Security System. O1-D2. Inter-institutional platform for government the production, analysis and dissemination of information on crisis prevention, citizen security and violence prevention issues O1-D3. Capacity development plan for institutions responsible for implementing the National Policy on conflict prevention and citizen security. O1-D4. Review of the national Reparation & Reconciliation policy and support the national committee in the design of a project in support of the fulfillment of Peace Accords O1-D5. Support the Ministry of the Interior, SEGEPLAN, the Secretariat of Agrarian Affairs, the Secretariat of State Intelligence in the development and implementation of a national advocacy strategy for conflict prevention and citizen security.	2008-2009	UNDP			63400	Learning costs	26,000.00
					71200	International consultants	6,000.00
					71300	Local consultants	30,000.00
					71400	Contractual services-individ	79,000.00
					71600	Travel	69,000.00
					72100	Contractual services-companies	43,000.00
					72200	Equipment and furniture	
					74500	Miscellaneous	20,500.00
					75100	Facilities & Administration	
TOTAL Producto 1:							272,500.00
Producto 2: Comprehensive local level conflict prevention, citizen security and disaster risk reduction program developed and launched Actividad:O2-D1. Formulation and design of an action	2008-2009	UNDP			63400	Learning costs	14,500.00
					71200	International consultants	
					71300	Local consultants	15,000.00

<p>plan for local level Conflict Prevention, Peace Building and Development strategies and projects validated with national and international counterparts in 3 selected areas.</p> <p>O2-D2. Support municipal government in designing and implementing three integrated CPR projects in three selected municipalities.</p> <p>O2-D3. Support to municipal level government and civil society platforms to develop local action plans for citizen security and violence prevention through the generation of socioeconomic opportunities, designed and implemented through pilot initiatives in 3 selected municipalities.</p>					71400	Contractual services-individ	29,000.00
					71600	Travel	5,000.00
					72100	Contractual services-companies	75,000.00
					72200	Equipment and furniture	12,000.00
					74500	Miscellaneous	10,000.00
					75100	Facilities & Administration	-
				TOTAL Producto 2:			160,500.00
<p>Producto 3: National and local institutional and planning capacities for Disaster Risk Reduction strengthened</p> <p>Actividad: O3-D1. Support INFC; and INAP in the design and validation of a national strategic action plan for disaster reduction through a participatory process among stake-holder at national and local level.</p> <p>O3-D2. Support INFC; and INAP in the design and implementation of a methodology for the evaluation of disaster-risk vulnerability.</p> <p>O3-D3. Program on Disaster Risk Reduction designed to support the implementation of the national action plan, validated with national counterparts, and its action plans developed.</p>	UNDP	2008-2009			63400	Learning costs	7,000.00
					71200	International consultants	-
					71300	Local consultants	-
					71400	Contractual services-individ	60,000.00
					71600	Travel	12,000.00
					72100	Contractual services-companies	6,000.00
					72200	Equipment and furniture	-
					74500	Miscellaneous	4,750.00
					75100	Facilities & Administration	-
					TOTAL Producto 3:		
<p>Producto 4: National Gender Strategy for CPR developed and implemented as input into the National Framework</p> <p>Actividad: O4-D1. A Gender and CPR strategy developed to mainstream the 8 point agenda in the national CPR policies and framework.</p> <p>O4-D2. Women's capacities for conflict prevention, disaster risk reduction, and citizen security strengthened and pilot initiatives for women and peace-building developed.</p>	UNDP	2008-2009			63400	Learning costs	7,000.00
					71200	International consultants	-
					71300	Local consultants	-
					71400	Contractual services-individ	5,000.00
					71600	Travel	7,000.00
					72100	Contractual services-companies	24,000.00
			72200	Equipment and furniture	-		
			74500	Miscellaneous	4,500.00		

5. MANAGEMENT ARRANGEMENTS

The following management and implementation arrangements will be developed:

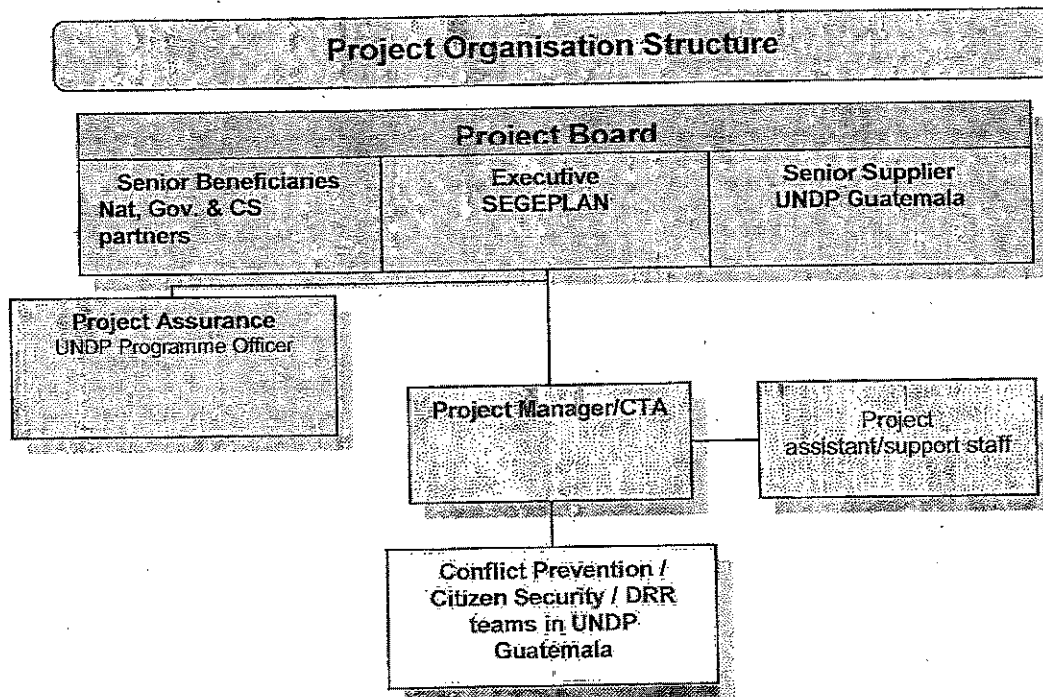
Project Executive Group: The SEGEPLAN, in representation of the GoG, will act as the Chair of this group (senior executive), whereas national partners (Ministry of the Interior, CONRED, Secretariat of Agrarian Affairs, INFOM, INAP, municipal governments, national and local level CSO's) will act as the Senior Beneficiaries UNDP will assume the role of senior supplier.

Project Assurance: The CO's program officer on CPR will monitor the satisfactory implementation of the deliverables within their stipulated time frame and supervise the project manager's adequate fulfillment overall administration of the project.

Project Manager: A Chief Technical Adviser (CTA) with experience in working on CPR issue will be appointed by the UNDP Guatemala Country Office to manage the project s. The project manager will be in charge of day-to-day management of the project; identifying and obtaining any support and advice required for the management, planning, and control of the project; reporting progress through regular updates (e.g. meeting, email briefing, etc.); responsible for project monitoring; provision of the project's deliverables as outlined in the initiation plan.

Project Team: The CPR strategic area staff in the UNDP Country Office will work with the Project Manager to provide technical and administrative support to the initiation plan. Independent expert consultants will be recruited both nationally and through the BCPR and SURF rosters where needed.

The UNDP Guatemala CO will implement the project directly. The UNDP office will provide project support, including procurement of goods and services.



6. MONITORING AND EVALUATION

The project will be subject to standard UNDP procedures and policies for monitoring and evaluation. The monitoring and evaluation process will use the quantitative and qualitative performance indicators detailed against each of the project deliverables. The Project Manager, Project Assurance and Project Executive Group are responsible for project monitoring and for devising corrective action if required.

Within the project cycle, the following monitoring tools shall be created and updated:

Quarterly monitoring progress reports shall be submitted by the Project Manager to the Project Assurance and the Project Executive Group.

An Issue Log shall be updated regularly to facilitate tracking and resolution of potential problems or requests for changes;

The Risk Log (see below) shall be regularly updated by reviewing the external environment that may affect the project implementation.

A Lessons Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the project. The lessons will be shared nationally to also inform the implementation of other CPR related initiatives, and internationally to inform the UNDP/WHO Armed Violence Prevention Programme and the Geneva Declaration.

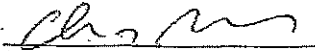
To complement the above, a final project review will be conducted by the Project Assurance Team for the Executive Group during the last quarter of implementation as a basis for assessing the performance of the project. This review will involve all key project stakeholders and will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The review will be structured by a set of common standards, and will be subject to spot external quality assurance assessments. This review should update output targets and results achieved in Atlas.

7. RISKS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Atraso en los procesos de contratación	En el transcurso de la implementación	Organizacional	Los procesos de licitación y las propuestas pueden durar más de lo previsto	Iniciar los procesos con anticipación para que esto no afecte el desarrollo del proyecto.	Dirección de País
2	Incremento en combustibles y en el costo de vida puede afectar el presupuesto	En el transcurso de la implementación	Económico	Podría disminuir la movilización para atención de municipios seleccionados.	Seleccionar municipios donde puedan existir alianzas estratégicas.	Oficial de Programa
3	Cambio de Autoridades gubernamentales	Junio 2008 o Diciembre 2009	Político	El cambio de autoridades ministeriales es frecuente y esto puede retrasar la ejecución, ya que hay que cabildear nuevamente con las autoridades	Mantener una buena estrategia de comunicación y acercamiento a las autoridades gubernamentales al más alto nivel.	Las autoridades del PNUD
4	Distanciamiento entre autoridades locales con las autoridades nacionales	En el transcurso de la implementación	Político	Esto ocurre con alguna frecuencia sobre todo por el tema de los presupuestos	Mantener un perfil de apoyo técnico para que las capacidades del PNUD serán requeridas por las partes	Oficial de Programa

8. Legal Context

"The present project document shall be the instrument referred to in Article 1 of the Agreement subscribed amongst the Government of Guatemala and UNDP on 20th July 1998, and approved by decree N° 17-2000 on 29th March 2000. They will be applicable, to this project document, the terms and conditions of such Agreement."



UNDP Guatemala
Chisa Mikami
Resident Representative a.i.

28/8/08

Date

BCPR

Date