

GUATEMALA

PLAN OF OPERATIONS

**PROGRAM FOR TRAINING IN SOCIAL POLICY AND PROGRAM
DESIGN AND MANAGEMENT**

(TC-03-01-02-1)

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BASIC SOCIOECONOMIC DATA

For basic socioeconomic data on Guatemala, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=extemallinks.countrydata>

ABBREVIATIONS

INAP	National Institute of Public Administration (<i>Instituto Nacional de Administración Pública</i>)
INDES	Inter-American Institute for Social Development
NORAD	Norwegian Agency for Development Cooperation
SEGEPLAN	Ministry of Planning and Programming (<i>Secretaría de Planificación y Programación</i>)
SIFF	Fiscal and Financial Information System (<i>Sistema de Información Financiera y Fiscal</i>)

**PROGRAM FOR TRAINING IN SOCIAL POLICY AND
PROGRAM DESIGN AND MANAGEMENT**

(TC-03-01-02-1)

EXECUTIVE SUMMARY

Requester:	Republic of Guatemala	
Executing agency:	National Institute of Public Administration (INAP)	
Amount and source:	Government of Norway Through NORAD: ¹ Local counterpart: Total:	NOK 12,250,000 (US\$ equiv.) 1,762,573 US\$ 174,000 US\$ 1,936,573
Terms:	Execution period: Disbursement period	24 months 48 months
Objectives:	The program's objective is to develop and strengthen management capacity in Guatemala, targeting the social sectors, by training social-sector managers who are ready to meet the challenges of equitable, inclusive, and effective development.	
Description:	The program will train 630 practitioners in social policy and program design and management over a 24-month period. Of these 630 practitioners, 270 are professional and technical staff working at the central government level (including NGOs and trade unions), 120 are provincial and municipal (including NGOs, cooperatives, and other bodies) officials, 90 are instructors at universities, and 150 are specialists in social development fields. Quality of content will be assured by tailoring the training structure to local conditions and special needs in Guatemala. Over half the training will be delivered at the department level.	
Environmental and social review:	The program will have no adverse environmental impact. On the contrary, by building management capacity it will contribute to environmental sustainability and the sustainable use and management of natural resources.	

¹ This operation will be funded through a special grant from the Government of Norway (no resources currently administered by the Bank are involved).

Benefits and beneficiaries:	<p>Short-term benefits include better implementation of government social programs. Medium- and long-term benefits include taking a first step toward the modernization and strengthening, in terms of technical content, of the design and implementation of training to technical staff, as well as of changes in the curriculum and innovative improvements in teaching methods used at universities, schools of public administration, and career training institutes for social-sector managers.</p> <p>The principal beneficiaries are practitioners at organizations that design and manage social policies and programs, both in line ministries at the central government level, and at the department and municipal level of community leaders and social-sector managers. Ninety instructors will be trained at universities and institutions that provide training to managers in the social sectors.</p>
Risks:	<p>High staff turnover in the social sectors represents a risk in that training recipients under the program may leave their jobs and the public social sector. Yet, it became clear in preparing the program that it was more an issue of professional and technical staff job rotation within the public sector, than of their leaving it. Consequently, management skills learned under the program will remain in the public realm. The program also proposes more extensive inter-sector training and discussion among key stakeholders in civil society and at higher education institutions and department-level and local providers that could continue to provide training in social management.</p>
Relationship to the Bank's country/region and sector strategy:	<p>The proposed program is consistent with the Bank's country strategy with Guatemala, the main objective of which is poverty reduction through a course of action supporting social equity, social safety nets, and human capital development. There is ample justification for technical cooperation focusing on the modernization of social program management, since it would directly address one of the root causes of inefficiency in public spending on poverty reduction and human capital investment. Lessons learned by the Bank on INDES programs and pilot projects in Guatemala give it a relative advantage in implementing this technical cooperation.</p>
Special contractual clauses:	<p>No training activities under the program will begin until the Interagency Committee has been established (paragraph 3.9)</p>
Exceptions to Bank policy:	<p>None.</p>

**Coordination
with other
official
development
finance
institutions:**

The Bank will deliver the reports specified in the agreement between the Bank and NORAD. NORAD will also be represented on the Interagency Committee.

I. FRAME OF REFERENCE

A. Socioeconomic framework

- 1.1 Since the mid-1990s Guatemala has made considerable progress on a number of economic and social policy fronts. Nevertheless, Guatemalans are still dissatisfied with the state of the economy, the exclusion of groups traditionally on the economic sidelines, and the governance and security situation in the country. While the government has made significant efforts to promote economic and social development in Guatemala, additional actions are needed to fully achieve the charted objectives. Honing management skills as an aid to effective, equitable, and sustainable development has been identified as a need.
- 1.2 Assessments generally have pointed to inefficiency and a lack of focus in public social policies and programs, due to serious flaws in their design and management, as a root cause of persistent problems of poverty. Specifically in relation to Guatemala, modern social management could be called very underdeveloped as a concept in the management of social projects and programs.

B. The sector

- 1.3 At the request of the Government of Guatemala, a pilot training course in social management and social policy design was given in November 2001 to more than 35 practitioners working for the government and NGOs. Course evaluations and the commitment of senior government officials attest to its success. The pilot course confirmed that the proposed INDES social management program was in line with the training needs of social-sector managers in Guatemala, and that a national program was needed to improve social-sector leadership through training in modern social management methods as a development tool.
- 1.4 The goal of effective, equitable, and sustainable social development also makes it imperative for the country to improve management as a key element of social policy and programs. A modern, adaptive, participatory, and strategic management culture committed to social change has been, and remains, a necessity. Guatemala needs more skilled human resources to accomplish these things. The proposed program will help address unequal access to social services and inefficiency in service delivery in Guatemala, building a new social management style by developing skills in social policy and program design and management.

C. The country's sector strategy

- 1.5 In its recently approved poverty reduction strategy, the government identified key areas for reducing poverty and overcoming social, economic, and institutional obstacles, including: (i) more effective governance, and (ii) the process of political and administrative decentralization. The national program for training in social management and social policy design is intended to meet training needs at the

central, departmental, and municipal levels, so that the government can meet its goals as described above.

D. The Bank's sector strategy

- 1.6 The proposed program is consistent with the Bank's country strategy with Guatemala, which assigns top priority to the social sectors. Grounded in the peace accords, the strategy sets itself the primary goal of poverty reduction through: (a) sustainable economic growth and competitiveness; (b) equity, social safety nets, and human capital development; and (c) modernization of the state and governance. The proposed program for training in social policy and program design and management fits perfectly with this strategy, insofar as it seeks to sharpen the focus and efficiency of social programs in fulfillment of the peace accords and the government's poverty reduction strategy. It also represents a tangible step by the government and the Bank on commitments made to the international community and Guatemalan civil society at the most recent meeting of the Consultative Group. Lastly, the program is also especially beneficial in the current macroeconomic climate of fiscal restraint.
- 1.7 The national program for training in social management and social policy design will strengthen institutions in the social sectors by providing training in modern tools to social-sector managers committed to greater efficiency, equity, and sustainability in social policy. The program design is based on lessons learned by the Inter-American Institute for Social Development (INDES) on programs implemented in Paraguay, Nicaragua, Honduras, the Dominican Republic, and other countries, where it successfully contributed to the modernization of management practices in the social sectors while supporting sustainable training in conjunction with universities and government agencies. The Guatemala program will also offer training at the department and municipal levels, and engage civil society.
- 1.8 The Inter-American Institute for Social Development (INDES) was founded in 1994 by the Inter-American Development Bank (IDB), to support Latin American and Caribbean countries in training those involved in the design and management of social initiatives. INDES helps social-sector organizations in Latin America and the Caribbean become more effective through training. INDES has designed a social management curriculum and training methodology meaning a cluster of knowledge and practices for addressing organizational problems and meeting the challenges of managing social policy and programs by achieving targets for effectiveness, efficiency, equity, and sustainability. Social management is the management of social change. It is adaptive, participatory, responsible, and focuses on results in social development. Training in social management also seeks to deepen conviction and commitment, since social policy and its effective management have a conscious ethical dimension of commitment to the values of social equity, solidarity, justice, integrity, and nondiscrimination.

E. The program strategy

- 1.9 The national program for training in social management and social policy design will help improve coordination between government workers and training institutions already developing local training for social policymakers and social program managers, supporting them in expanding and/or deepening the social management content of these programs.

II. THE PROGRAM

A. Objectives and description

- 2.1 The program's objective is to develop and strengthen management capacity in Guatemala, targeting the social sectors, by training social-sector managers who are ready to meet the challenges of equitable, inclusive, and effective development.
- 2.2 Specifically, the program aims to: (i) train practitioners at organizations responsible for social policy and program design and management in the theory, methods, and tools of modern social management; (ii) help build a solid, sustainable network of trainers committed to educating people about social policy and program design and management; and (iii) support the creation of a National Award for Excellence to promote modern, creative social management.

B. Program structure

- 2.3 The program will train 630 practitioners in social policy and program design and management over a 24-month period. Of these 630 practitioners, 270 are professional and technical staff from the central government, NGOs, and trade unions, 120 are officials at the provincial and municipal level (including NGOs, cooperatives, councils, and other bodies), 90 are instructors at universities, and 150 are specialists in social development fields. Quality of content will be assured by tailoring the training structure to local conditions and special needs in Guatemala. Over half the training will be delivered at the department level.

1. Component I. Training of 540 social-sector managers (US\$510,833)

- 2.4 The program will train 270 senior managers through nine four-week courses, each accommodating around 30 participants. These courses would be organized so as to make it easier for local authorities and leaders to participate; some might even be held in other parts of the country as well as Guatemala City. The program will also fund four department-level workshops, to strengthen social management at the municipal level. Each workshop will accommodate around 30 participants. These workshops will support the development of specific projects and the process of managing social programs and organizations at the local level. Lastly, five specialized courses of around 30 participants each would be organized on such

topics as intercultural communication, social management, journalism, decentralization.

2. Component II. Training of 90 instructors at universities (US\$153,528)

- 2.5 Close coordination with universities and training centers has been sought since the beginning of the national training program, to assure continuity in the training of social policy designers and social-sector managers. Of special interest were those institutions already offering training and university degrees in the social sciences. Ninety instructors will be trained at universities in three four-week specialized courses.
- 2.6 The strategy for working with these educational institutions will include: (i) faculty training; (ii) the establishment of a network of educational institutions interested in social management issues, and discussion of setting up of a program specifically on social management (similar to the one offered by INDES) with its own faculty and funding; (iii) discussion of ways of incorporating social management issues into their own university curricula; and (iv) the establishment of a network of instructors trained to give courses and seminars in social management.
- 2.7 Components I and II will be supported through meetings with social-sector authorities. Two meetings at the start of each program year are planned as a way of garnering interest and commitment among social-sector authorities for the program and the INDES social management approach.
- 2.8 To bring the curriculum up to national standards using program funds, three case studies on best practices in Guatemala's social sector will be conducted for use as teaching aids.

3. Component III. National Award for Excellence in Social Management (US\$35,000)

- 2.9 The National Award for Excellence in Social Management will invite a broad spectrum of organizations and agencies to document their achievements in social management, showing how they have been effective through participatory, adaptive, equitable design and management and a commitment to social change. The competition will be open to organizations and institutions in Guatemala with a proven track record that are taking an innovative approach to social management.
- 2.10 Also funded under this component will be international travel and fees for two international members of the jury, as well as publication and promotion of the winners' achievements.
- 2.11 A competition for the National Award for Excellence in Social Management is planned for year two. The evaluation factors used in determining best practices in social management in Guatemala are to match the standard criteria used by INDES

in all national programs. INDES management is expected to approve these evaluation factors and disseminate them to the national programs in the third quarter of 2003. The jury will consist of a manager from the National Institute of Public Administration (INAP), the program's resident coordinator in Guatemala, and two international jurors. At least three winners and three honorable mentions will be chosen. The award will not be monetary but for purposes of recognition only.

C. Selection of participants

- 2.12 Course **participants will be selected** by the resident coordinator and INAP after publicizing the course extensively, in accordance with the practices and procedures INDES uses for its courses in Washington, D.C. The results of the selection process will be submitted to the Interagency Committee for review and approval (see paragraph 3.9 for committee membership). The eligibility and selection criteria are described below.
- 2.13 The course participants will be: (i) senior public officials responsible for social policy and program design and/or management at both the central and local government levels; (ii) leaders of NGOs of recognized standing with responsibility for social policy and program design and/or management; and (iii) full-time university faculty or instructors involved in teaching and/or administration in programs that deal with public administration and social policy and program design and/or management. Participants will be selected so as to achieve a gender and ethnic balance that reflects Guatemala's ethnic and cultural diversity.
- 2.14 Participants must also: (i) hold, preferably, a university degree; (ii) be sponsored by an institution working in social policy and program training or management in Guatemala; and (iii) obtain a certification from their organization as to their capabilities.
- 2.15 Program participants must devote themselves full-time to their coursework. A written commitment from the participants' supervisors will be required as assurance that participants will devote the necessary time and effort to the program.
- 2.16 For NGO leaders and public officials from outside the Guatemala City metropolitan area, the university degree requirement will be replaced by a requirement for university-level or equivalent studies and/or a minimum of five years' experience as a social-sector manager.
- 2.17 Participant selection criteria for workshops at the department and local levels will be geared to special training needs in the areas of Guatemala with the highest levels of infant malnutrition, high mother and child morbidity and mortality rates, and the highest dropout and repeater rates.

D. Cost and financing

- 2.18 The program will be funded through a special grant from the Government of Norway. These funds will be administered by the Bank. Administration and disbursement of these funds will be contingent upon the signing of an agreement, whereby the Government of Norway turns over administration of the funds for program implementation to the Bank. Such an agreement will be entered into once the Board of Executive Directors adopts a resolution authorizing the President of the Bank, or a representative designated by him, to sign the program implementation agreement(s) on the Bank's behalf.

E. Coordination with other official development organizations

- 2.19 The Bank will deliver the reports specified in the agreement between the Bank and NORAD. NORAD will also be represented on the Interagency Committee.

III. PROGRAM EXECUTION

A. Executing agency

- 3.1 The Bank's counterpart for program implementation is the National Institute of Public Administration (INAP). Founded in 1980, INAP is attached to the Office of the President of the Republic of Guatemala. It possesses suitable infrastructure and sufficient capacity to handle program implementation. A study of INAP's administrative and institutional capacity was conducted as part of program preparation. A baseline study is also planned as an aid to periodic program monitoring and evaluation during implementation under the auspices of the Interagency Committee (see paragraph 3.8).
- 3.2 The Government of Guatemala, through INAP, will provide physical facilities for program headquarters, equipped in accordance with INDES specifications. Significantly, INAP's own physical facilities would also satisfy the program's needs with only minimal physical modifications. In addition, INAP has entered into agreements with a number of universities to utilize their physical facilities at the department level, providing even greater installed capacity for program implementation.

B. Program execution and administration

- 3.3 The estimated total cost of the program is US\$1,936,573. The Bank will contribute up to US\$1,762,573 chargeable to a Bank-administered grant from the Government of Norway through NORAD. The contribution will be nonreimbursable. The Government of Guatemala has agreed to provide the physical facilities for activities under the program, as well as all technical, logistical, and secretarial support

necessary to implement the program fully and without interruption, at an estimated cost of US\$174,000.

**Table III.1
Program Budget**

	Local	NORAD	Total
1. Component I			
1.1 Basic courses: 270 participants		336,616	336,616
1.2 Social management workshops: 120 participants		86,912	86,912
1.3 Specialized seminars: 150 participants		77,305	77,305
1.4 Meetings with social-sector authorities: 30 participants		10,000	10,000
			510,833
2. Component II			
2.1 Courses for instructors: 90 participants		153,528	153,528
			153,528
3. Component III			
3.1 National Award for Excellence in Social Management		35,000	35,000
			35,000
4. General support services			
4.1 Program resident staff*		786,800	786,800
4.2 Travel		88,712	88,712
4.3 Local staff	35,000		35,000
4.4 Supplies and equipment	48,000	71,000	119,000
4.5 Modifications to premises	5,000		5,000
4.6 Rent and utilities	86,000	7,700	93,700
4.7 Audits		30,000	30,000
4.8 Evaluation		30,000	30,000
4.9 Contingencies		13,750	13,750
			1,237,212**
TOTAL	174,000	1,762,573**	1,936,573**

3.4 Program resources will cover fees and the cost of travel within the country and between Guatemala and Washington for long-term international consultants, as well as for international experts and national consultants working on short-term contracts. The incremental costs (not including fees or salaries) of travel and board and lodging in Guatemala for INDES staff in connection with training and monitoring activities under the program will also be covered.

* This amount will be used to pay technical and training staff (see paragraph 3.4 for more information).

** US\$35,250 will be used to cover the administrative costs associated with the agreement between NORAD and the Bank.

- 3.5 Program resources will also go to fund the items listed under “General support services,” including procurement of the supplies and equipment needed for program operation, along with 12 desktop computers, 2 laptops, printers, 1 ISDN videoconferencing system, 2 video projectors, software licenses, cables, supplies, and spare parts. Procurement will be conducted in accordance with Bank standards.
- 3.6 Counterpart funding for the program will be administered through an administrator hired to work in conjunction with the program’s resident coordinator and the Bank through its Country Office in Guatemala. The administrator will be responsible for the administration, financial control, and financial reporting required for the annual and final audits of the program.
- 3.7 Program resources will be used for the audits required by Bank regulations. Annual audits will be performed, as well as a final audit upon completion of the final evaluation. The final audit is tentatively scheduled for months 22 and 23, after the last training activity is complete. INAP will be responsible for delivering the audited financial statements to the Bank.
- 3.8 Additionally, INAP must deliver the following reports to the Bank: (i) quarterly financial reports showing the cumulative funds disbursed, deliverable within 30 days after the end of each quarter running from the date of the first disbursement; (ii) a progress report deliverable no later than 12 months after the start of project execution; and (iii) a final report to be prepared and delivered within three months after program completion, comparing activities and outcomes to program objectives and goals.
- 3.9 An Interagency Committee will be established with the following membership: (a) three representatives of the social sectors within the Government of Guatemala; (b) one representative of civil society; (c) a representative of INAP as the local counterpart assigned to the program by the Government of Guatemala, who will chair the meetings of the Interagency Committee and cast the deciding vote in the event of a tie; (d) the program’s resident coordinator, who will serve as the committee’s secretary; (e) a representative of NORAD (with the right to express his views but not to vote); (f) an eminent university professor (this chair will be rotating, to enable Guatemala’s leading universities to participate); and (g) a Bank representative in Guatemala, preferably the sector specialist in charge of the project. The Interagency Committee will have the following responsibilities: (i) review and approve the program learning activities; (ii) review and approve the participants identified through the selection process for training events; and (iii) review the program evaluation and monitoring reports prepared by the resident coordinator. The Interagency Committee will receive a copy of the external evaluation at the end of the program. The resident coordinator will be the liaison with the Interagency Committee, providing program implementation updates and serving as its secretary.

C. Procurement of goods and services

- 3.10 INAP will handle the procurement of goods and services in accordance with Bank procurement policies and procedures. The Bank will be responsible for hiring consultants and resident trainers, as the government has requested.
- 3.11 Funds will be managed through a revolving fund opened with an advance of up to US\$150,000, subject to Bank standards. Disbursements under the program will be made in accordance with applicable Bank policies and procedures.
- 3.12 The program's resident coordinator will prepare the work plan for year one of the program with assistance from international consultants resident in Guatemala and from the Government of Guatemala.
- 3.13 The following legal documents will be required so that the Bank can administer the program funds and the planned activities can be implemented: (i) a funds administration agreement between NORAD and the Bank; and (ii) a letter of agreement between the Republic of Guatemala and the Bank on implementation of the program. Both documents will be signed upon approval of the proposed operation by the Bank's Board of Executive Directors.

D. Execution and disbursement schedule

- 3.14 The disbursement period for the program will be 48 months, from the effective date of the technical-cooperation agreement to be entered into between the Republic of Guatemala and the Bank. The program will be implemented over 24 months. An impact assessment will be conducted 18 months after the last course ends.

E. Monitoring and evaluation

- 3.15 The program will be subject to ongoing review by the academic coordinator of INDES, the Project Team Leader at SO2, and the Bank's Country Office in Guatemala, all of whom will be involved in annual strategic planning with the team in Guatemala. The milestones, tasks, and responsibilities set in the work plan developed at that time will be monitored by the academic coordinator of INDES, the Project Team Leader at SO2, and the Bank's Country Office in Guatemala.
- 3.16 Evaluations will be conducted after each training course, using the procedure developed at INDES. This feedback will be used in designing new courses and to fine-tune training delivery as necessary.
- 3.17 The program will also include an evaluation of what participants have learned. This evaluation will be conducted after year one, once the training team and course content has solidified. Tests to measure knowledge before and after training will be developed with the assistance of a testing expert in this area, enabling INDES to

determine, for the first time, the learning impact of training events. The methodology will be shared with the universities.

- 3.18 Development has begun on a method of establishing a baseline for the impact assessment. Once the method is ready in the first quarter of the program, an external consultant will be hired to establish the baseline in conjunction with the INDES team and INAP in Guatemala. The impact assessments themselves will be done by an independent, outside firm six, 12, and 18 months after training ends for each group of course participants. The idea behind performing a series of impact assessments is to use the findings to improve the program. The last impact assessment is expected to be completed within 18 months, and the final audit in months 22 and 23, after the last course, such that the technical-cooperation disbursements could conclude in 48 months.

IV. VIABILITY AND RISKS

A. Institutional viability

- 4.1 Resources from technical cooperation ATN/NS-7566-GU were used to fund an institutional assessment of INAP's legal and operational framework. The assessment indicates that the program is feasible. INAP, the agency proposed by the Government of Guatemala for the implementation of this program, has a clear and well-functioning board of directors. As a first-time executing agency for a technical-cooperation operation, INAP will need to correct several weaknesses identified by the assessment, in order to make the program as effective as possible. Logistical weaknesses will be taken care of through the logistical support provided under the program. The Financial and Fiscal Information System (SIF) will address financial procedures. In terms of viability strengths, we found that INAP has over 20 years' experience with training programs, and most of its instructors have master's degrees. It currently offers diplomas in finance, public management, modernization of public administration, decentralization, and intercultural communication, as well as a graduate degree in public policy, and a master's in social management and public policy design.
- 4.2 In terms of infrastructure, INAP's physical facilities in Guatemala City are adequate for the program's needs. INAP has also entered into agreements with universities to utilize their facilities at the department level, providing even greater installed capacity for program implementation outside the metropolitan area of the capital city.

B. Environmental impact

- 4.3 No adverse environmental or social impact is expected, since the program involves training in social management. Course participants will receive training in the

theory, practice, and tools of management that will enable them to better implement effective, equitable, and sustainable social development policies.

C. Benefits

- 4.4 Short-term benefits include better implementation of government social programs. Medium/long-term benefits include taking a first step toward the modernization and strengthening, in terms of technical content, of the design and implementation of training to technical staff, as well as changes in the curriculum and teaching methods in use at universities, schools of public administration, and vocational training institutes for social-sector managers.
- 4.5 The principal beneficiaries are practitioners at organizations that design and manage social policies and programs, both at the central government level of the line ministries, and at the department and municipal level of community leaders and social-sector managers. Ninety instructors will be trained at universities and institutions that provide training to managers in the social sectors.

D. Risks

- 4.6 High staff turnover in the social sectors represents a risk in that training recipients under the program may leave their jobs and the public social sector. The program design minimizes this risk, however, since no training is provided to individuals not associated with organizations and institutions; only managerial and technical staff receive training. The program also proposes more extensive inter-sector training and discussion among key stakeholders in civil society and at higher education institutions and at department-level and local training providers that could continue to provide training in social management. The Bank's experience with national training programs in social management in other countries also will help mitigate any potential risks associated with implementation.

GUATEMALA
PROGRAM FOR TRAINING IN SOCIAL POLICY AND PROGRAM DESIGN AND MANAGEMENT
LOGICAL FRAMEWORK

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOAL			
Make social programs more efficient and equitable within the framework established in the poverty reduction strategy and peace accords.			
PURPOSE			
Change the work, management, or decision-making processes at organizations participating in the training activities.	<ol style="list-style-type: none"> 1. Supervisors at 6 central-government organizations see changes in the work processes of those under them, attributable to the INDES training. 2. Supervisors at a minimum of 8 municipal-level organizations see changes in the work processes of those under them, attributable to the INDES training. 3. Of a sample of those who have completed the course, 85% report using some social management tool better, citing specific examples. 4. Of a sample of those who have completed the course, 70% report having changed some process, program, or project as a result of the INDES -Guatemala training. 5. A minimum of 3 Guatemalan universities are involved in training under the INDES-Guatemala program. 6. At least 6 universities strengthen existing academic programs in management, or establish new education and training programs in social management. 	<ol style="list-style-type: none"> 1. Evaluations by the program using surveys, interviews, and focus groups. 2. External evaluations by the program 	<ol style="list-style-type: none"> 1. Social reforms gain ground, in terms of integrating key social reforms into Guatemala’s social policy. 2. Democratic governance. 3. Cross-sector communication and coordination.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>COMPONENT I</p> <p>Train 540 practitioners at entities and organizations responsible for social policy and program design and management in the theory, methods, and tools of modern social management.</p>	<ol style="list-style-type: none"> 1. 270 practitioners graduate from four-week courses, demonstrably more knowledgeable about best practices in social management. 2. 120 people are trained at workshops and are demonstrably more knowledgeable about best practices in social management. 3. 150 specialists are trained in specific areas and are demonstrably more knowledgeable about best practices in social management. 	<ol style="list-style-type: none"> 1. Training course designs. 2. Participant evaluations of training events. 3. List of those who have completed the course. 4. Final reports on each event organized by the program team. 5. Learning evaluations of program participants. 6. Evaluation reports on the team of trainers, the coordinator of the Guatemala training program, and the program coordinator at the principal office. 	<ol style="list-style-type: none"> 1. Trainees will stay in their jobs or in key positions in social-sector organizations. 2. Organizational environments are such that employees can put into practice the decision-making skills they have acquired. 3. Participants are interested in organizing and working to make the organization sustainable.
<p>COMPONENT II</p> <p>Support 90 instructors at universities, who are willing to establish a network, in human resources training and subject-areas relating to social policy and program design and management.</p>	<ol style="list-style-type: none"> 1. By the end of the project, 90 instructors at universities graduate demonstrably more knowledgeable about best practices in social management and the teaching challenges involved. 	<ol style="list-style-type: none"> 1. Training course designs. 2. Participant evaluations of training events. 3. List of those who have completed the course. 4. Final reports on each event, prepared by the program team. 5. Learning evaluations of program participants. 	<ol style="list-style-type: none"> 1. Institutional support for adding new programs of study and incorporating social management content into existing curricula.

NARRATIVE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
		6. Evaluation reports on the team of trainers, the coordinator of the Guatemala training program, and the program coordinator at the principal office.	
COMPONENT III National Award for Excellence in Social Management given for the first time, multiple categories	1. 3 winners in different award categories. 2. Publicize the winning projects through documents and videos. 3. Discuss social management lessons learned from the winning projects.	1. Press coverage in national newspapers. 2. Winners featured on the INDES website. 3. Publications.	
ACTIVITIES			
COMPONENT I <ul style="list-style-type: none"> • 9 four-week training courses • 4 courses at the department level • 5 specialized courses • 2 meetings with national authorities 	\$336,616 \$86,912 \$77,305 \$10,000	Audits	1. Social policy ministries, directors of social-sector organizations, and university leaders agree to take part in training events. 2. Government officials, educators, and civil society leaders show the leadership and commitment necessary to stimulate social change.
COMPONENT II <ul style="list-style-type: none"> • 3 courses for trainers • 3 meetings to discuss setting up a network 	\$153,528		
COMPONENT III <ul style="list-style-type: none"> • Publication of competition announcement • Selection of winners by Interagency Committee • Organization of award ceremony • Award 	\$35,000		

GUATEMALA
PROGRAM FOR TRAINING IN SOCIAL POLICY AND PROGRAM DESIGN AND MANAGEMENT

PARTICIPANT SELECTION PROCEDURE

1. Course and workshop participant selection will be based on the requirements stated in the course or workshop announcement published in the national press, and in accordance with the group design criteria approved at the inaugural meeting of the Interagency Committee. Participant selection practices and procedures will be the same as those INDES uses for its courses in Washington, D.C.
2. Applicants who do not meet the requirements stated in the announcement will be eliminated in a first round.
3. If the number of applicants meeting the requirements still exceeds the pre-established course capacity, applicants will be eliminated in a second round based on the sector-by-sector group design criteria, until the pre-established number of course participants is reached.
4. Applicants will be divided into three groups:
 - a. Applicants who meet the requirements and have been accepted for the course will be so notified;
 - b. Applicants who meet the requirements but cannot be accepted for the course for reasons of space or group design will be notified that they have not been accepted, but invited to apply for a future course;
 - c. Applicants who do not meet the requirements will be notified that they have not been accepted.