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The evaluation team would like to thank Jorge COLORADO y Alberto COLORADO, as well as all the members of the COMAD ! team who devoted their time and energy to organi"ing this mission# Their good will and \$rofessionalism %ontributed to its su%%ess# The evaluators

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(i) Project Data

This report is the evaluation of the project entitled
, which was implemented by the Coordination of (, Os
and Cooperatives (CO (, COO!78 and the Mesoamerican Cooperation for Development and
!ea%e (COMAD !7, from 9: July ;9:< to <9 June ;9:=# The project benefited from a
' (D) grant of ; ;=,999 ' 2D to carry out the following activities and objectives#

The aim of the project was > ! "

% &' & ' % # \$ (

The project strategy was structured around two resu

reproductive health and the construction of equal gender relations have not been sufficiently elaborated during the training program, posing several challenges which will need to be overcome in a future project.

The project obtained a very satisfactory level of

youth associations# The extent to which this impact can be consolidated will depend on the degree of ownership achieved by the young people but will also depend on external factors, such as the adoption of the implementation budget for the 2011, which has still not been confirmed by the Municipality#

Raising awareness among local authorities on the issue of youth participation rights in sublocal governance as well as the relationship of trust and collaboration established with COMAD 2011, are - , - % 5% 0 factors which can ensure the continuity of the advocacy initiatives with local government, particularly in light of the OMJ's activities and the implementation of the 2011# This is certainly the will expressed by the current mayor in office as well as the recently elected mayor#

Moreover, support for the youth organizations and strengthening leadership was one of the core assets of the project, obtaining installed capacities which will support its continuity and reusability in other communities# The youth associations and the OMJ are set up and operational, in spite of the fact that it remains necessary to consolidate them and improve their management capacities in order to actively participate in the implementation of the sublocal policy on youth and to optimize their capacity for linking up with and advocate towards sublocal entities# The financial sustainability is still pending, since the Municipality has still not confirmed the budget for the OMJ's 2012# This situation could lead to discouragement among the young people, who expect a greater response from the OMJ coordinators# Trust at the grassroots will

- (iv) **&eco** endations
- (i) Define the reach of a new project in a realistic manner"

(i) The project and evaluation objectives

The \$ro3e%t > A, was im\$lemented by 5Coordination of (, Os and Coo\$eratives 6CO(, COO!78 and the Mesoameri%an Coo\$eration for Develo\$ment and !ea%e 6COMAD !7, from 9: July ;9:< to <9 June ;9:=#

' (D) \$rovided a grant of 'K; ;=,999, in%luding 'K; ;=,999 whi%h was retained for monitoring and evaluation \$ur\$oses#

, uatemala is made u\$ of a \$redominantly young \$o\$ulation# About L9#D9G of the \$o\$ulation are %hildren and young men and women aged under ;M years# The government has failed to meet their multi\$le needs and has denied their rights as %iti"ens# -n ;9: ;, ' (D! edited a re\$ort and re%ommended investing in youth and in strengthening so%ial, %ultural, te%hni%al and \$oliti%al %a\$a%ities for \$arti%i\$ation to enhan%e demo%ra%y# -n the muni%i\$ality of 2aya&%h0, young \$eo\$le have not been aware of their %ivi% rights and duties 6es\$e%ially indigenous \$eo\$le and in \$arti%ular indigenous women?? there are no \$rograms in the region to guide the youth on the subje%t and no youth organi"ations that allow intera%tion among young \$eo\$le#

The aim of the \$ro3e%t was ! " # \$ % & ' & ' % (

The \$ro3e%t strategy was fo%used on two %om\$onents4 6i7 -n%reased awareness about %ivi% rights and res\$onsibilities among N1e1%hi youth in ;l villages' in the muni%i\$ality of 2aya&%h0# 6ii7 -n%reased sustainable intera%tion and \$lanning for %ivi% engagement among N0e1%hi youth, and between N1e1%hi youth and lo%al authorities in the muni%i\$ality of 2aya&%h0# This strategy was built around the %on%e\$ts of 6a7 in%reasing knowledge and raising awareness? 6b7 identifying and sustainably utili"ing s\$a%es to influen%e de%ision@ making? and 6%7 ensuring gender e1uality#

The target area %onsists of ; l N0e1%hi 6the biggest ethni% grou\$ in 2aya&%h07 villages within the muni%i\$ality of 2aya&%h0, %overing = mi%ro@regions# The dire%t benefi%iary grou\$s were4 =9 young men and =9 young women who were trained as demo%ra%y \$romoters 6TOT \$rogram7 and ;,9<= young \$eo\$le who were trained in target villages by the %as%aded \$rogram, %arried out by the :99 young \$eo\$le who were trained as demo%ra%y \$romoters#

The evaluation of this \$ro3e%t is \$art of the larger evaluation of rounds, ;, < and l ' (D)@ funded \$ro3e%ts# -ts \$ur\$ose is to >ontribute towards a better understanding of what %onstitutes a su%%essful \$ro3e%t whi%h will in turn hel\$ ' (D) to develo\$ future \$ro3e%t strategies# valuations are also to assist stakeholders to determine whether \$ro3e%ts have been im\$lemented in a%%ordan%e with the \$ro3e%t do%ument and whether anti%i\$ated \$ro3e%t out\$uts have been a%%hievedA#'

;-n fa%t, the \$ro3e%t was able to intervene in ;< villages#
; O\$erational manual for the ' (D)@funded \$ro3e%t evaluations, \$age D#

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a national expert, hired under

born to an adolescent mother aged between 15 and 19, early motherhood presents itself as the only life option for many girls in Guatemala. Behind this situation lies hidden the fact that there is a lack of guarantees for exercising fundamental rights and it is definitely an effective model for reproducing patterns of exclusions and persistent poverty. According to the report by the Ombudsman, studies reveal that most of these girls end up leaving school and will very possibly end up being exploited and subject to abuse and violence, including sexual violence and the cycle will repeat itself. In addition, it is worth noting that teenage pregnancy affects generations of grandmothers at age <9 and mothers at age 15.

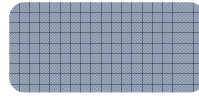
The 1999 National Youth Policy highlights that the realization of full citizenship requires



Therefore, educating young men and women so that they know their rights and training them in exercising these rights is highly important so that they can organize and are able to advocate vis-à-vis local authorities in order to bring about changes to their living conditions.

As far as the municipality of Zaya is concerned, which is the area in which the project intervened, most of the population is located in rural areas. The total population is 11,111, the largest part of whom are young people.

\$oliti%al view\$oint, the training \$rogram's aim was to \$rovide information on how a



& 4, % (%) % * -

(i) &elevance

assembly constituted by all residents of a community# The coordination body of a COCOD is made up of those who are selected by the community to represent it#

2i& young people who were direct beneficiaries participate in the COCOD of six of the ;< direct communities 6; DG of the total number of COCOD s7# The two young people who were selected for the Municipal Booth Office are part of the COM ' D #



With regard to the ;9:= electoral process and bearing in mind that the direct's aim was to promote the political participation of young people. According to interviews conducted with the current ;9:= ()-1086.5a12.5011 (intermt) 13.8534 (o)0.940121 (n)0.94734. the political participation of the yoheg \$o\$u0.940121 (a)0.34889 (t)0.468649 ()13.8534 (e)0.937298 (e),12.5039 (f)-1937298 (-21 0 \$otetlal

Personal training program and thought that it was more of a political campaign in order to support a specific candidate and did not want to participate. The promoters who were interviewed asked for the repeat sessions to be continued and some of them are even continuing to carry them out independently and as a way of working with the communities.

In spite of all this, it is clear that this result achieved a highly positive level of effectiveness, both in terms of empowering young people and in terms of their motivation and desire to continue with the commitment they have made.

(Nevertheless, the project could have worked more on an operative level, on how to apply the content which was worked on during the training sessions. In addition to being motivated to repeat the lessons acquired, it would have been important for the young people to be able to use them at a more practical level and find answers for transforming their communities and collectively solving problems that affect them. Carrying out follow-up visits and local accompanying measures in the communities would have made it possible to improve the ownership of the transformative dimension of the initiatives.



The second project component 6R;7 focused on promoting a greater interaction between young people and the local authorities in the municipality of Taya&h0 in order to foster civic participation. The project worked on various important focuses simultaneously: 6a7 promoting processes of association and organization through the creation of two youth associations: the Association of Promoters of Democracy and Peace and the Youth Organization of Taya&h0? 6b7 the participatory drafting of the public policy on Youth which included needs identified by the young people in order to guarantee the respect for and exercise of their rights? 6c7 the link to and dialogue with local authorities which would favor the adoption of the public policy on Youth by

implemented and the reaction of the Municipal Board Office which was an unexpected result of the proposal of a 9:1 Annual Operating Plan with new strategic priorities with the budget allocation decision currently pending the participation of the young people

-in terms of youth participation in decision-making spaces, as has already been mentioned under the previous point 6, it was possible to achieve the participation of 18 young people on the COCOD of the 10 communities 6; DG of the total number of COCODs 7#

-in this sense, the 10% achieved a lower degree of youth participation in the COCODs than originally hoped for. This is due to the fact that it was not taken into account that the system of Development Councils as a main means of citizen participation does not offer



spaces of citizen participation, meaning that although more young people would have wanted to participate in the COCODs, it is not a decision that is useful to them. The COCOD members are appointed by the community assembly and young people are generally not considered due to their inexperience and lack of participation and proposals.

the office in the department of ... requested the transfer of funds which were necessary to carry out the ... planned activities. On a monthly basis, this regional office presented a narrative and a financial report to the COMAD ... central office, which was responsible for the oversight and would send the report to CO (, COO!# The technical report which was drafted by the regional coordinator was sent to the manager and the manager would integrate it and send it to CO (, COO!# Based on this information, the narrative reports for ' (D) were drafted. These reports were prepared and translated into English by COMAD ..., which would then send the document to CO (, COO! for it to be presented to ' (D)#

COMAD ... explained that having to present the reports in English posed some difficulty for COMAD ..., which had to find resources in order to cover the translation costs not only of the reports but also of all ... related communication with



The various activities that were carried out with a gender focus favored the interrelation



hand, with a view to the future, the young \$eo\$le h



Association of Promoters of Democracy and Peace, following an analysis of the consequences of the current political crisis in Guatemala society, has decided to continue training new leaders on the issues of municipal policy and citizenry in order to increase their chances of being part of the local governmental structures during the next elections.

The youth associations which have been created are operational and have been able to formulate their action plans. However, they need to be consolidated and need to strengthen their operational capacity in order to ensure continuity and to increase their capacity for dialog and for linking with the Municipal Youth Office and with local political powers. They also need to strengthen the management capacity of their executive bodies in order to gain access to public funding and ensure their autonomy. Raising awareness among and empowering local authorities on the issue of youth participatory rights in public administration is a favourable element which can contribute to ensuring effective and sustainable spaces for dialog and political involvement, especially through the OMJ and the implementation of the LIAJ.

The current political context following the election of the new mayor will allow to anticipate continuity and to capitalize on the achievements which were gained throughout the project. The issues which were raised by the young people and placed on the political agenda, such as unemployment, access to education, sexual and reproductive health, and the fight against violence should be taken up again and should be supported by the new municipal administration.

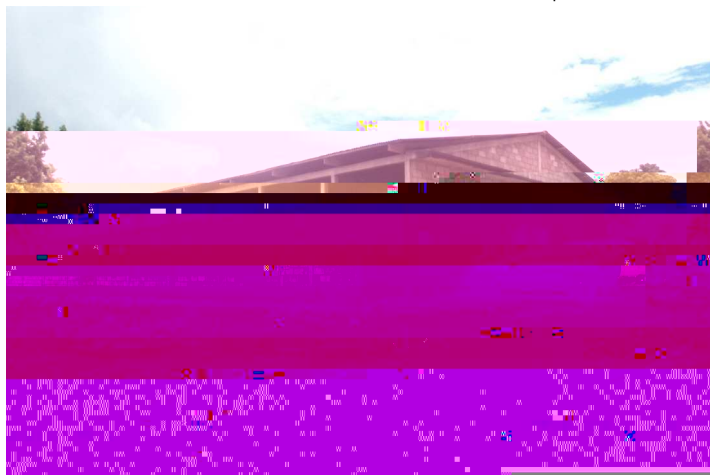
The municipal mayor-elect has requested that COMAD support the OMJ in the implementation of the public policy on Youth for one year. In the interview that was conducted, the new mayor expressed his clear will to continue supporting the OMJ and to promote youth participation in the municipality. He also expressed the desire to broaden the training opportunities to other villages in the municipality, stating that the project did good work in some communities but that it was necessary to reach the 15 villages of the municipality of Tayaoh.



However, the mayor also highlighted the severe financial difficulties that the municipality is facing and said that given the current

If it does not become possible to adopt the 2019 budget, there exists a risk of the Youth Associations becoming divided, which could lead to a stalemate or could weaken the process which was launched. In fact, the two OMJ coordinators who were elected by the members of both youth organizations feel that they are not very supported by the grassroots. The members of the associations in turn feel that their representatives carried out partly political activities in support of the mayor in office. The new mayor, who will take office in January 2019, has stated that he will call an assembly and will ask for an evaluation in order to place greater value on the work that has been done by the young members of the OMJ.

In terms of sustainability, this situation which has presented itself in the OMJ shows the difficulties of grassroots support for their leaders and the management of grassroots representation towards the public authorities. Good management of this situation will certainly influence the future of the associations and above all will have an impact on the motivation and commitment of the members. In addition, it will have repercussions on the two leaders who represent both associations in the OMJ and who were elected at the time because they were considered to be the best and now, within a very short space of time, who run the risk of losing their grassroots support. There are therefore still various components which need to be strengthened and/or consolidated, especially in relation to the functioning of the demographically established organizations. In terms of continuity, it will be important for COMAD to ensure, at least partially, the financial sustainability of a minimum consolidation phase which would allow to capitalize on lessons learnt and would draw more



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(i) The project was able to create a participation space for youth and "make their rights and their needs visible." The process of training youth leaders led to a desire in young men and women to organize and to participate in local subnational administration in order to exercise their rights as citizens in a society.

It is not possible to establish that there was an increase in youth participation during the election process of 1992. However, there exists no official

(vi) The project raised any expectations among the young people and in the communities. The creation of the two youth organizations as well as the drafting of the OMJ and the establishment of the OMJ in the municipality gave rise to new expectations and demands coming from young people. They wish to bring continuity to the initiatives which were developed and to broaden the scope of intervention to other communities and municipalities where they seek to continue organizing reseat training sessions. Furthermore,

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The recommendations identified by the evaluation team should contribute to consolidating the organizational and statutory processes which were launched during the project and to optimizing the capacity for advocacy of the youth associations which were created. These recommendations would constitute key elements when developing a subsequent project.

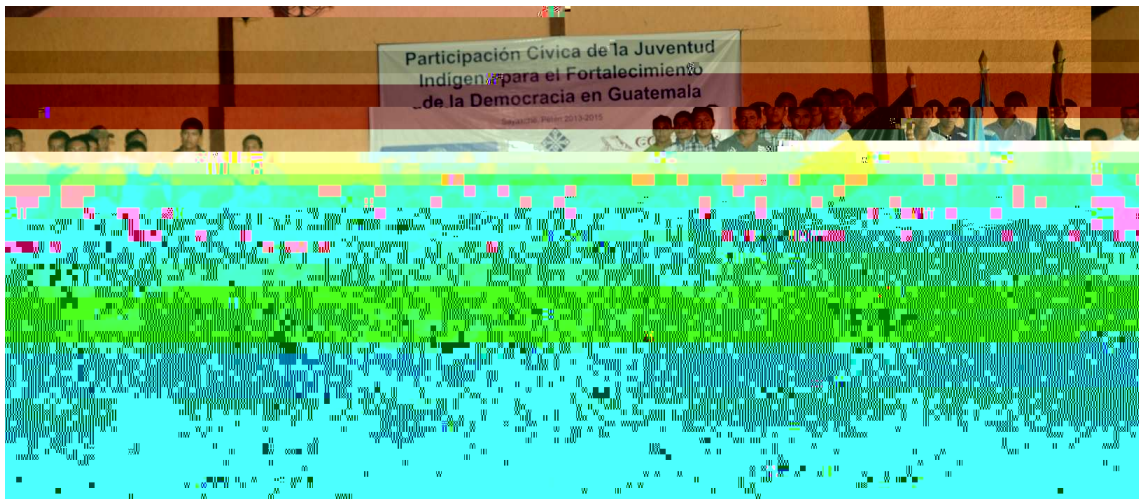
(i) Define the reach of a new project in a realistic manner. The proposal should be less ambitious and should focus primarily on consolidating the processes which were launched in the communities in the municipality of Tayaisho by working in particular on the weaknesses which were identified in the conclusions. In a second phase for instance in year 2007, initiatives would be included to replicate good practices and extend the coverage to other communities in the same municipality of Tayaisho, taking into account that work has been done in 2006 out of 2006 communities. With regard to the request by the Guatemalan Association of Indigenous Mayors and Authorities (Asociación Guatemalteca de Alcaldes y Autoridades Indígenas FIAA) to broaden the experience to ten other municipalities, COMAD should limit its intervention to providing specific advice to municipalities which

between the knowledge of their rights and the real exercise of them and its forms of representation in order to achieve changes to their socio-political reality#
62ee %on%lusions i, iv and v7#

6b7COMAD should progressively concentrate its role on strengthening the capacity of the youth associations to carry out advocacy directly with the authorities. In the current scenario, COMAD's direct intervention with the mayors was substantial due to its previous and direct knowledge, but in future this is a task that should be carried out by the youth organizations themselves.

(vii) Support links to other networks and civil society organizations. The two youth organizations should promote links to other actors and networks which already exist so that they and their interventions can have a greater impact. The social issues that the youth organizations wish to address such as unemployment, vulnerability of sexual and reproductive rights and difficulties in access to education are situations which cannot be resolved by occasional and isolated interventions by the organizations. In order to address these issues, there needs to be a strategy of linking up strategic allies who are committed to promoting structural change, which can be agreed on by the youth actors, other networks and civil society organizations and the public authorities.

(viii) Develop a communication plan in order to render the issues and suggestions of the youth organizations more visible. The aim would be to lend more visibility to the public policy on Youth in communication channels, through planned interventions and not just circumstantially. This initiative would include awareness-raising and the participation of journalists as well as communication channels which are committed to achieving the promotion of young people's rights.



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 - 6ii7 -nitial \$ro3e%t do%ument 6 nglsh and 2\$anish version7?
 - 6iii7 Charter of understanding between CO (, COO! and COMAD !? May ;9:<?
 - 6iv7 (arrative Re\$ort, <9 June ;9:=
 - 6v7 Mid@term 6<: July ;9: 17 and)inal narrative re\$orts 6<9 June ;9:=7 submitted by CO (, COO! and COMAD !?
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- > Methodologi%al guide for !romoters of Demo%ra%y and !ea%e
 - > Muni%i\$al !ubli% !oli%y on Bouth, Muni%i\$ality of 2aya&%h0, De\$artment of !etOn, June ;9:=?
 - > ;9:D Annual O\$erative !lan of the Bouth Offi%e 6! OA7?
 - > !ower !oint \$resentation used within the \$ro3e%t?
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- > Ado\$tion agreement on the !ubli% !oli%y %ontained in A%t 19@;9:=# !oint four# 2ession held on ;D June ;9:=? Muni%i\$ality of 2aya&%h0, De\$artment of !etOn?
 - > Law on Rural and 'rban Develo\$ment, ;99;?
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 - > Law on le%tions and !oliti%al !arties 6L !!7?
 - > Reforms of the Civil)amily Code ;9:=?
 - > (ational !oli%y on Bouth ;9: ;@;9;9?
 - > Analysis of the situation of teenage \$regnan%ies in , uatemala ;9::@;9:<?
 - > Re\$ort on Human Develo\$ment ;9::@;9::; by ' (D!?
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 - > Review of the \$oliti%al analysis in , uatemala4 !oliti%al Reality

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Ale3andro Aguirre	Coordinator of the -nstitute for Demo%ra%y# CO (, COO !
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Jorge -%al

Coordinator of the Muni%i\$al Bouth Offi%e# Ti%e@\$resident of the Asso%iation of ! romoters of Demo%ra%y and ! ea%e#

Meeting to systematize the results of the interviews and describing the X with proposals and recommendations for new projects	Luisa Aguilar
Alberto Colorado	Director, General of COMAD
Jorge Colorado	Project Coordinator
Luisa Aguilar	(ational Consultant
Luisa María Aguilar	International Consultant
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CDC	Community Develo\$ment Coun%il
C-C- ,	-nternational Commission against -m\$unity in , uatemala
COCOD	Community Develo\$ment Coun%il
COD D 2	De\$artmental Develo\$ment Coun%il
COMAD !	Mesoameri%an Coo\$eration for Develo\$ment and ! ea%e
COM ' D	Muni%i\$al Develo\$ment Coun%il
CO (AD ' R	(ational Coun%il for ' rban and Rural Develo\$ment
CO (, COO!	Coordination of (, Os and %oo\$eratives
C2O	Civil 2o%iety Organi" ation
DDC	De\$artmental Develo\$ment Coun%il
D!-	! ersonal -dentifi%ation Do%ument
'	uro\$ean ' nion
-, 22	, uatemalan -nstitute for 2o%ial 2e%urity
L !!	Law on le%tions and ! oliti%al ! arties
MDC	Muni%i\$al Develo\$ment Coun%il
M!	! ubli% Ministry
(, O	(on@ , overnmental Organi" ation
OMJ	Muni%i\$al Bouth Offi%e
O2C	, rassroots Organi" ations
!D	! ro%e%t Do%ument
!OA	Annual O\$erative ! lan
!!J	! ubli% ! oli%y on Bouth
TOT	Training of Trainers
T2	le%toral 2u\$reme Court
' (D)	The ' nited (ations Demo%ra%y) und

