

# FINAL EVALUATION OF MACP PROJECT

Climatic Justice  
and  
Risk Management  
Program



## Disaster Ready Communities in Vulnerable Rural Areas of Guatemala - MACP Project



care® GUATEMALA





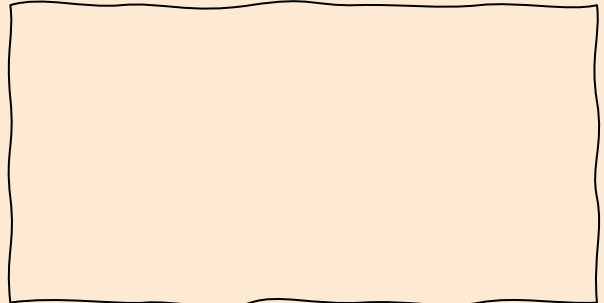
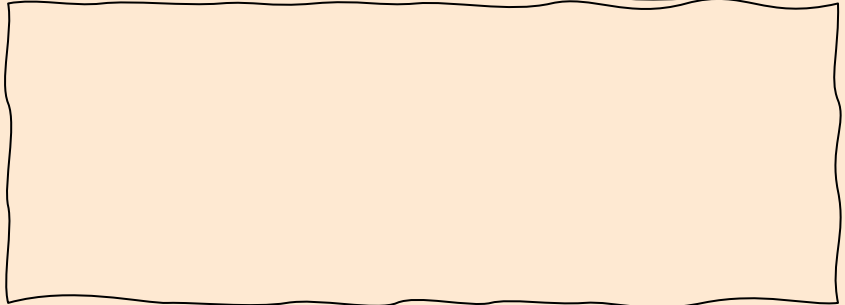
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<u>Executor:</u>	CARE GUATEMALA.
<u>Country:</u>	GUATEMALA.
<u>Departments:</u>	Huehuetenango, Quiché and Baja Verapaz.
<u>Municipalities:</u>	Chiantla, Aguacatán, Sacapulas, San Bartolomé Jocotenango, Joyabaj, and Salamá.
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*Responsibility for findings, good practices, lessons learned, conclusions and recommendations expressed in this report correspond exclusively to the external evaluation team and do not reflect, in any way, the official opinion of CARE GUATEMALA.*



Final Evaluation of MACP Project Report  
Disaster Ready Communities in Vulnerable Rural Areas of Guatemala - MACP Project





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## ACRONYMS

ACRONYM	DESCRIPTION
AGRIP	Risk Analysis and Management in Public Investment Projects.
ARG	Rapid Gender Analysis.
ASUVI	United for Life Association.
CARE	(Cooperative for Assistance and Relief Everywhere Inc).
COE	Emergency Operations Center.
COEM	Municipal Emergency Operations Center.
COCODE	Community Development Council.
COE	Emergency Operations Center.
COLRED	Local Coordinator for Disaster Reduction.
COMUDE	Municipal Development Council.
COMRED	Municipal Coordinator for Disaster Reduction.
CONRED	National Coordinator for Disaster Reduction.
CRG	Guatemalan Red Cross.
DA	Acute malnutrition.
DAFIM	Municipal Directorate for Financial Administration.
DMGIR	Municipal Directorate for Comprehensive Risk Management, Sacapulas.
DMGRD	Municipal Directorate for Comprehensive Risk Management, San Bartolomé Jocotenango.
DMM	Municipal Directorate for Women
DMP	Municipal Planning Directorate.
DRR	Disaster Risk Reduction (Acronym in English).
ECO	Western Cooperative Studies Association.
EDAN	Damage Assessment and Needs Analysis.
EDAL	Damage assessment at the local level.
GIRD	Comprehensive Disaster Risk Management.
IMGIRD	Municipal Instance for Integrated Disaster Risk Management
INE	National Institute of Statistics
INSAN	Food and Nutrition Insecurity.
MACP	Margaret A. Cargill Philanthropies
MAGA	Ministry of Agriculture, Livestock and Food.
MARN	Ministry of Environment and Natural Resources.
MIDES	Ministry for Social Development.
MML	Logical Framework Matrix.
OG	Government Organizations.
ONG	Non-Governmental Organizations.
OMGRA	Municipal Office of Risk Management and Environment, Salamá.
OMGIRD	Municipal Office for Comprehensive Disaster Risk Management, Chiantla. Municipal Office for Comprehensive Disaster Risk Reduction Management, Aguacatán.
OMM	Municipal Women's Office.
ODS	Sustainable Development Goals.
OMS	World Health Organization.
PLR	Local Response Plan.
PMR	Municipal Response Plan.
TECHO	Fundación un Techo para mi País Guatemala.
RGA	Rapid Gender Analysis
RRD	Disaster risk reduction.
SAN	Food and Nutrition Security.
SE-CONRED	Executive Secretary of the National Coordinator for Disaster Reduction.



## I. EXECUTIVE SUMMARY

CARE Guatemala implemented during 2020 to 2023 the “Disaster Ready Communities in vulnerable rural areas of Guatemala MACP” project financed by the Margaret A. Cargill Philanthropies Foundation, donating US\$2,300,000.00 (Two million three hundred thousand dollars) for its execution. The initiative was executed in municipalities of Joyabaj, San Bartolomé Jocotenango and Sacapulas in the Department of Quiché; Aguacatán and Chiantla in the Department of Huehuetenango and Salamá, in the Department of Baja Verapaz.

Its general objective was *increased empowerment and leadership of vulnerable communities, to provide an efficient, gender-sensitive emergency response, in a context of natural disasters and health crises* at the end of the project.

Specific objectives were:

**a)** Communities after the first year of the project implement social measures to reduce vulnerability and risks. **b)** Communities execute social actions together with municipal governments to address the COVID-19 pandemic.

Additionally, the project defined five results:

**1.** During the first year of the project, communities have a well-informed and adequately trained, inclusive, and self-organized group responsible of leading disaster preparedness. **2.** Communities have greater capacities for disaster response with the respective plans and inclusive systems implemented and updated, incorporating what they learned at the end of the project. **3.** Communities are connected, for a second year, with the project, to municipal governments and have access to technical and financial assistance. **4.** The project contributes to increase the capacity of nearby communities and local government units in disaster preparedness. **5.** Communities respond efficiently to health crises and coordinate with health services for appropriate use of the respective protocols.

The team hired for this purpose carried out a series of capacity-building activities, investment in infrastructure, providing support and technical training to leaders. The project was executed by a multidisciplinary staff and some activities were implemented by hiring temporary, external consultants with expertise on related topics.

Upon completion, CARE Guatemala requested a final evaluation. This process has allowed us to identify a series of important findings related to the project cycle. Among them, a design and execution with a high level of pertinence, coherence, relevance, efficiency/effectiveness, impact and sustainability. A process to strengthen the capabilities of the Local Coordinators for Disaster Reduction COLRED was successfully carried out in 60 communities from 6 municipalities benefited.

As an immediate result of the strengthening process, 60 COLRED have the capabilities to identify, monitor and act during emergencies caused by disasters and have higher levels of cohesion compared to the beginning of the project. They have also complied with all the steps to obtain CONRED accreditation and have prepared and received approval of its Local Response Plans. They are articulated to community and municipal processes through the Municipal Instances of



Comprehensive Disaster Risk Management IMGIRD, spaces that have different levels of development based on their management and formalization, starting as units to Municipal Directorates. This municipal space was strengthened by COMRED whose members were trained and strengthened. Participating communities received support to renovate facilities that could potentially become shelters, School Committees were trained and organizational support that will allow them to adequately manage disaster risks in the context of their educational process.

Since its formulation, the project had a solid approach and was committed to promoting equity in participation processes including women and men. However, disaggregated analysis tools and specific gender action plans were prepared after the project had begun. This caused, in part, that gender implementation suffered some limitations during activities. However, it has been satisfying to note that, despite these limitations, the women involved in the process are empowered, have an understanding, defend the importance of their participation and identify the basic actions related to community management and mobilization for disaster reduction and emergency action.

The findings documented in this report were verified by implementing a comprehensive work methodology that reviewed documents produced by the project, analyzed the activity cycle, reviewed the financial and administrative aspects of the project, as well as documents and systematizations prepared, carried out interviews with three levels of execution involved in the project (senior management, middle management and operational team), with focus group, and made field visits to execute direct observation and interviews with participants. At the end of the document, there are pertinent conclusions and recommendations.





## II. INTRODUCTION

### 2.1 MACP FINAL EVALUATION BACKGROUND AND CONTEXT

**CARE** is a humanitarian and development organization working around the world to save lives, fight poverty, and achieve social justice. It enables permanent change by strengthening the capacities of communities and households, especially women and girls, through social, political and economic opportunities, distributing humanitarian aid during emergencies, influencing public policy decisions and addressing discrimination. Key components to achieve CARE's mission are local capacity building and inter-institutional partnerships. **CARE is an entity recognized for the work it has developed in disaster risk reduction management at the national level.**

Guatemala is characterized by great natural and cultural wealth. It is among the 19 most megadiverse countries on the planet, 33.7% of its territory has forest cover. Its native forests contribute significantly to the livelihoods of local populations. Around a third of the national territory has been declared a protected area and has a great wealth of ecosystem goods and services. Being part of the isthmus, it is in a highly vulnerable region, between three intercontinental tectonic plates and with hydric and geomorphological characteristics. Placed in an intertropical convergence zone, it is also vulnerable and fragile. Guatemala is in position no. 9 among the 10 most vulnerable countries to climate change, according to the long-term climate risk index (1966 - 2015), and to the Global Climate Risk Index 2017 (Germanwatch).

According to forecasts, in the coming years, extreme events associated with the climate (heavy rains, long dry periods without rain, frosts/cold fronts) will increase in magnitude and frequency, generating risks of floods, landslides/rockslides, droughts, forest fires, and others impacting particularly the most vulnerable populations in the country/ This will entail: I) reduction in the availability and quality of water; II) displacement of pests, vectors, vermin, predators and diseases to new geographical areas; III) Alterations and blockages along the food chain in terrestrial and marine-coastal systems; IV) an increase of forest fires due to droughts and pests; V) loss of infrastructure; VI) increase of food insecurity due to crop loss; VII) destruction of natural spaces and biological diversity; VIII) negative impacts on all livelihoods, cultural identity and traditional and ancestral knowledge; and IX ) reduction in the quantity and quality of soil, among others.

In this sense, during the last sixteen years (1998 to 2014) a total of 8 extreme hydro-meteorological events linked to climate change have been recorded (Hurricanes and Tropical Storms Mitch 1998; Stan 2005; Agatha 2010; and some Tropical Depressions and major droughts, such as Eta, Iota, Julia, and other extreme weather events). Accumulated losses and damages amount to more than USD 3.5 billion, distributed mainly in the affected sectors of infrastructure, agriculture and health.

The framework to implement the *Disaster Ready Communities in Vulnerable Rural Areas of Guatemala* project, includes among its final actions collecting information for its final evaluation among 60 communities in the municipalities of 1) **Chiantla and 2) Aguacatán, department of Huehuetenango; 3) Sacapulas, 4) San Bartolomé Jocotenango and 5) Joyabaj, department of Quiché and 6) Salamá, departmental capital of Baja Verapaz.** Originally Cubulco in Baja Verapaz was also included but because of non-compliance of the municipality with agreements previously established including unwillingness to organize an IMGIRD, to allow participation of other municipal agencies in project activities, lack of an adequate physical space, no commitment to facilitate



women's participation and conflicts between various communities and the municipal government a decision was made to select Salama instead.

Criteria to determine these municipalities included being part of the dry corridor and persistence of that threat, geographical location, precarious community organization for disaster response, high vulnerability, recurring disasters lacking media presence and municipal authorities open to working on Comprehensive Disaster Risk Management.

The final evaluation was carried out in all 6 municipalities from November 2023 - January 2024. A participatory methodology was the option for interviews (in-person and virtual), working with focus groups, organizing field visits and direct observation. A document analysis of secondary information was also carried out. The following criteria were evaluated: **Relevance, impact, effectiveness or efficacy, efficiency and sustainability.**

## 2.2 DATA SHEET - MACP PROJECT

Table 1. MACP project data sheet

Name of the project		<i>Disaster Ready Communities in Vulnerable Rural Areas of Guatemala MACP</i>	
Implementation period	Nov. 2020 - Dec. 2023.	Executed by	CARE GUATEMALA
<b>Donor</b>	<b>Margaret A. Cargill Philanthropies -MACP-</b>		
<b>Population Benefited</b>			
Direct participants	<ul style="list-style-type: none"> <li>• 20,000 persons</li> <li>• 60 communities</li> <li>• Municipal technicians</li> <li>• Municipal decision-makers</li> </ul>	Indirect participants	100,000 persons
<b>Geographical Area</b>			
Department	Municipality	Communities	
<b>1. Huehuetenango</b>	1. Chiantla 2. Aguacatán	1. 10 2. 09	
<b>2. El Quiché</b>	1. Sacapulas 2. San Bartolomé Jocotenango 3. Joyabaj	1. 10 2. 10 3. 11	
<b>3. Baja Verapaz</b>	1. Salamá	1. 10	
<b>Total 3 departments</b>	<b>6 municipalities</b>	<b>60 COLRED (Local Coordinators for Risk Reduction)</b>	

Source: Prepared by consultancy based on project document – Dec. 2023.



## 2.3 PURPOSE OF MACP FINAL EVALUATION

- 2.3.1 Analyze achievement of objectives-indicators, goals and results of the project through the implementation of strategies and activities aimed at improving the organization and preparation responding to disasters or emergencies at the municipal and community levels, in municipalities of Chiantla. and Aguacatán, department of Huehuetenango; Sacapulas, San Bartolomé, Jocotenango and Joyabaj in Quiché and, Salamá, departmental capital of Baja Verapaz.
- 2.3.2 Collect qualitative and quantitative data on compliance with goals and indicators related to the relevance, impact, effectiveness, efficiency and sustainability of the project and reflected in a database, based on the information generated at the community level and through the IMGIRD-Municipal Governments.
- 2.3.3 Describe relevant learning and best practices expressed by people, leaders -women and men- authorities and institutional representatives derived from project strategies and activities, developed directly or indirectly.
- 2.3.4 Provide conclusions and recommendations at operational and strategic levels for the sustainability of actions implemented by the project, based on the findings of the final evaluation.

## 2.4 STRATEGIC REASONS FOR MACP FINAL EVALUATION

This evaluation will be useful for relevant learning, understand how project results work and the effect it had on direct participants. Alto to obtain best practices and lessons learned, which allow to incorporate learning into decision-making processes in subsequent project planning and execution cycles.

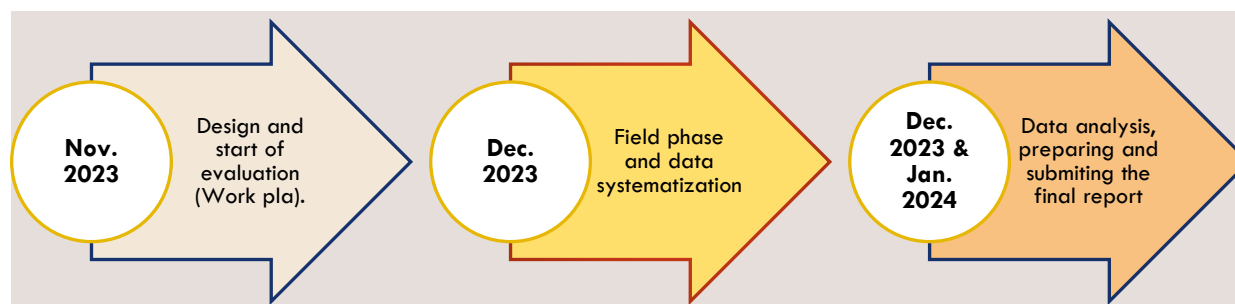
### III. METHODOLOGY

The Final Evaluation process of the MACP project was participatory in nature and focused on evaluating the criteria of **relevance, impact, effectiveness, efficiency** and **sustainability** of the *Disaster Ready Communities in Vulnerable Rural Areas of Guatemala - MACP Project* and of the intervention carried out during its implementation between November 2020 - December 2023.

The general design proposed was executed through the following roadmap

**Figure 1. MACP evaluation methodological process.**

Figure 1. Methodological process to evaluate MACP



Source: Prepared by Consultancy, Nov. 2023.



ANNEX 1 Provides the methodology used for final evaluation of MACP project - Details

#### IV. STUDY RESULTS AND FINDINGS

Findings are submitted according to specific criteria and objectives contained in the final evaluation proposal according to Terms of Reference and methodology proposed in the work plan.

**Characteristics of the project's beneficiary/participant population:** Information records indicate that residents of all 60 rural communities of 6 selected municipalities are poor indigenous Mayan families (Quiché, Achí, Chalchiteca, Awacateca, and Mestizo population), with high precariousness, scarce governmental support, with poor infrastructure and facing food insecurity (high rates of malnutrition). They are vulnerable to dry corridor conditions and have lived through several natural disasters in recent years including droughts, landslides, rockslides, hurricanes, intense rainfall, tropical storms and forest fires and exposed to climate change effects.

The population has knowledge of yearly dangers, risks and vulnerabilities. Their organizations and conditions are favorable to respond to an emergency in the event of a disaster and to risk reduction. Community organization levels are among the highest resilience factors in relation to comprehensive disaster risk management. The participation of women in processes generated by the project in its multiple activities has been relevant, demonstrating a growing leadership in all the communities evaluated.

Observations point out that the project -at the level of parameters set by international organizations- is aligned to the Sustainable Development Goals -SDG-. It is also closely connected to Comprehensive Disaster Risk Management, a part that cannot be separated from the social and economic development of the communities selected for sustainable development.

Additionally, the SDG 2030 agenda recognizes the urgent need to reduce disaster risks. And it is linked to the Sendai framework (UN, 2015-2030 (18-March- 2015)) for disaster risk reduction.

It has been determined that preparation, mitigation and response of COLRED and participating communities was prioritized in disaster risk management, in accordance with the gaps identified previously, without replacing governing body the -National Coordinator for Disaster Reduction, CONRED- and its respective departmental, municipal and local agencies. Instead, it supported its tasks, seeking to contribute substantially to response capacities which are so necessary at key moments, during emergencies generated by extreme climate phenomena and socio-natural disasters.

In accordance with the above, the analysis was based on evaluating the following criteria: **relevance, impact, effectiveness, efficiency and sustainability.**



Table 2. Evaluation criteria - MACP

No.	Criteria	Definition
1	Relevance	Linking intervention objectives and results to the context of the project with unique characteristics that differentiate it from other topics (relevance).
2	Impact	Evaluates separately the effects of different project results and later as a whole, when completed.
3	Effectiveness or efficacy	Degree of objective achievement at the end of the project
4	Efficiency	Measuring use of resources to achieve the level of objectives at the end of the project.
5	Sustainability	Degree to which the effects of project actions will last over time once it ends.

Source: Prepared by consultancy, Nov. 2023.

According to the previous table, the following elements were evaluated:

Very High		High		Medium		Low	
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Very High	> 90
High	>80 y <90
Medium	50
Low	<50

## 4.1 RELEVANCE

Very High		High		Medium		Low	
-----------	--	------	--	--------	--	-----	--

The conception and execution of the project was adjusted to the country's governmental policies. That is, it has been connected to the National Policy for Disaster Risk Reduction in Guatemala. (CONRED, 2011) (Approved according to minutes No. 03-2011, CONRED Agreement 06-2011) and subject to the Sendai Strategic Framework. Its focus has been to align each outcome and indicator in the project's logical framework matrix to CARE's programmatic strategy and the target population for MACP DRR-I disaster preparedness.

Its design sought to be comprehensive throughout these political frameworks to ensure direct participants understood the risk of a disaster, to strengthened local-municipal governance, and improve community resilience. This alignment did not mean dependence from government authorities but did allow coordination with them to achieve the project's objectives and results, while promoting comprehensive institutional strengthening along the project's execution roadmap.

Verification was carried out confirming during field visits that all 60 communities face threats and vulnerabilities, that these are unsafe areas upon natural disaster and their location in a watershed slope of superficial waters and vulnerable to extreme climatic events combined with long periods of drought and short periods of intense rain, strongly affecting the livelihoods of the population. The theory of change posed in the project is relevant because it has contributed to improving COLRED qualities and capabilities in preparing for a disaster in an organized, coordinated manner and has sought to identify the causal links between the entire chain of activities carried out in the last two years of the project.

... The greatest threats to the community have been rockslides, landslides, draughts and forest fires. With the project we have understood in a better manner our natural risks. **María Castro** and **Santiago Ramírez**, Aldea Salquil I, Sacapulas, Quiché.

With data collected in each COLRED, we verified that THE GENERAL OBJECTIVE of achieving a significant and effective participation of the population, especially adult men and women, was satisfactorily met as well as that of children and youth in conditions of vulnerability to a disaster. COLRED lead community actions and make local decisions since the training and strengthening they received allows them to be more proactive and independent when extreme climate phenomena occur. In addition, public institutions and local community agencies were strengthened thanks to cooperation agreements with municipal governments and SE-CONRED.

... We are organized, have communal meetings to speak about dangers that exist in the community, we coordinate with COCODE and auxiliary mayor to address dangerous events, and we have the community's approval to carry out activities. **COLRED** member Chiantla, Huehuetenango.

The project supported infrastructure and improvement plans, provided humanitarian aid and training, and emergency equipment.

Table 3. Participation of each COLRED (department, municipality, configuration date and gender).

No. COLRED	DPT.	MUN.	COLRED	Configuration date	Participants Baseline		TOTAL	Participants at end of project (Dec. 2023)		TOTAL
					Men	Women		Men	Women	
1	HUE	CH	Buena Vista, San José Las Flores	Nov-21	9	2	11	8	2	10
2	HUE	CH	Cantón Cementerio, Aldea Mixlaj	Nov -21	14	3	17	10	2	12
3	HUE	CH	Cantón Agua Blanca, Mixlaj	Feb-22	3	6	9	2	3	5
4	HUE	CH	Cantón El Rancho, San José Las Flores	Nov -21	15	2	17	14	2	16
5	HUE	CH	Cantón Maravillas, San José Las Flores	Nov -21	9	3	12	8	3	11
6	HUE	CH	Cantón Miclaj Chiquito, Mixlaj	Nov -21	8	6	14	6	5	11
7	HUE	CH	Cantón Cristo Rey, Mixlaj	Dec-21	10	4	14	8	3	11
8	HUE	CH	Cantón Cipresales, San Nicolás	Nov -21	11	1	12	7	0	7
9	HUE	CH	Cochicó, Las Manzanas	Nov -21	6	6	12	5	2	7
10	HUE	CH	La Cruz, La Labor	Dec-21	1	12	13	0	9	9
11	HUE	AGUAC	Caserío El Salvador	Aug.-21	7	2	9	5	1	6
12	HUE	AGUAC	Aldea Climentoro	Feb-22	20	1	21	16	0	16
13	HUE	AGUAC	Aldea El Pericón	Aug-21	6	2	8	5	2	7
14	HUE	AGUAC	Cantón Los Cifuentes	Oct-21	7	2	9	7	2	9
15	HUE	AGUAC	El Rancho	Aug-21	7	2	9	5	2	7
16	HUE	AGUAC	Aldea Cruz Chex	Sept-21	9	2	11	6	2	8
17	HUE	AGUAC	Caserío El Cipresal, Tuixcox	Aug -21	9	2	11	7	2	9
18	HUE	AGUAC	Aldea Pajuil Chex	Aug -21	9	3	12	6	3	9
19	HUE	AGUAC	Aldea Pajuil País	Aug -21	9	5	14	9	4	13
20	QUICHE	SACAP	Xicoxoy-Chuchum	Aug -21	4	5	9	4	5	9
21	QUICHE	SACAP	Pacán	Aug -21	0	8	8	0	8	8
22	QUICHE	SACAP	Xetabal II	Aug -21	4	4	8	3	2	5
23	QUICHE	SACAP	Pacaguex	Sept -21	8	2	10	7	2	9
24	QUICHE	SACAP	Loma Linda	Sept -21	8	0	8	6	0	6
25	QUICHE	SACAP	Xetzajel	Sept -21	8	1	9	6	1	7
26	QUICHE	SACAP	Caserío Central Pasaul	Sept -21	2	7	9	2	4	6
27	QUICHE	SACAP	Caserío San Jorge	July-22	7	0	7	7	0	7
28	QUICHE	SACAP	Aldea Salquil I	Aug -22	2	7	9	2	5	7
29	QUICHE	SACAP	El Reposo	Dec-21	4	3	7	2	1	3
30	QUICHE	JOCOT	Cucul	July-21	4	4	8	4	4	8
31	QUICHE	JOCOT	Chomop	July-21	7	3	10	6	2	8
32	QUICHE	JOCOT	Las Canoas	Aug -21	9	2	11	9	2	11
33	QUICHE	JOCOT	Buena Vista I	July -21	8	2	10	5	2	7
34	QUICHE	JOCOT	Chucache	July -21	5	4	9	5	4	9
35	QUICHE	JOCOT	Mamaj	July -21	4	6	10	4	2	6
36	QUICHE	JOCOT	Hacienda II	July -21	0	9	9	0	8	8
37	QUICHE	JOCOT	Paquix	July -21	2	8	10	1	8	9



38	QUICHE	JOCOT	Carrizal	July -21	7	3	10	7	3	10
39	QUICHE	JOCOT	Chocorral	July -21	5	2	7	5	2	7
40	QUICHE	JOYAB	Caserío El Guapinol	Nov-22	0	7	7	4	6	10
41	QUICHE	JOYAB	Colonia La Tribuna	Nov-22	0	7	7	0	7	7
42	QUICHE	JOYAB	Chiaj	Aug -21	5	6	11	5	5	10
43	QUICHE	JOYAB	Paraje el Bordo el Mirador Pachilip	July -22	0	7	7	0	7	7
44	QUICHE	JOYAB	Chixquiná	July -21	9	0	9	9	0	9
45	QUICHE	JOYAB	Aldea Laguna Seca	July -21	7	2	9	7	2	9
46	QUICHE	JOYAB	Las Lomas	oct-21	5	4	9	4	4	8
47	QUICHE	JOYAB	Santa Elena	July I-21	12	5	17	8	4	12
48	QUICHE	JOYAB	El Infiernito	July -21	8	4	12	7	3	10
49	QUICHE	JOYAB	Cuarto Centro, La Estanzuela	July -21	9	2	11	6	2	8
50	QUICHE	JOYAB	San Antonio Coyoyá	July -21	4	8	12	2	6	8
51	Baja Verapaz	Salamá	Aldea La Laguna	March-22	3	4	7	3	4	7
52	Baja Verapaz	Salamá	Aldea Cumbre Santa Isabel	Feb-22	8	8	16	8	7	15
53	Baja Verapaz	Salamá	Caserío El Camalote	Dec-21	4	4	8	4	4	8
54	Baja Verapaz	Salamá	Aldea El Zaral	Nov-21	8	0	8	9	0	9
55	Baja Verapaz	Salamá	Ixcayán	Feb-22	8	7	15	7	2	9
56	Baja Verapaz	Salamá	Caserío La García	Feb-21	2	9	11	2	9	11
57	Baja Verapaz	Salamá	Aldea Las Anonas	Nov-21	6	3	9	6	2	8
58	Baja Verapaz	Salamá	Aldea Las Tunas	Nov-21	0	11	11	0	10	10
59	Baja Verapaz	Salamá	Aldea Llano Grande	Feb-21	5	4	9	5	4	9
60	Baja Verapaz	Salamá	Caserío Plan Grande	Dec-21	2	5	7	2	4	6
<b>TOTAL</b>					<b>372</b>	<b>253</b>	<b>625</b>	<b>317</b>	<b>206</b>	<b>523</b>

Source: Prepared by consultancy, Dec.2023.

As detailed in the table above, COLRED were formed in different dates (the first in February 2021) and resident participation (men and women) at the beginning and end of the project is presented below.

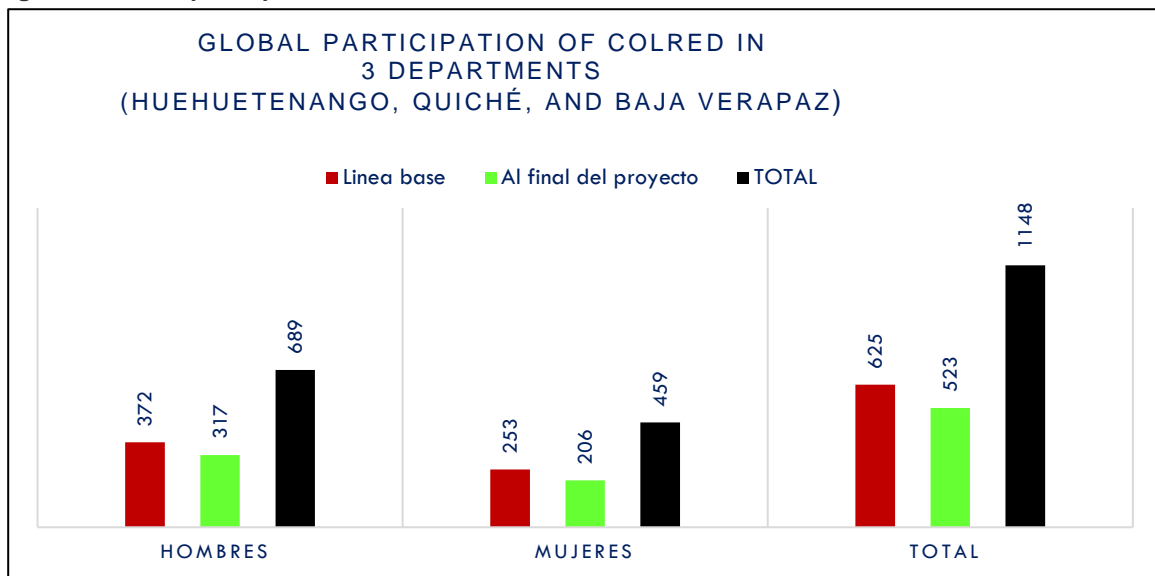


...When CARE presented the project, we were afraid of participating because of the COVID. We had to return home at certain hour, used face masks and although nobody died, we did have serious cases, CARE supported us from the star giving us preventive talks. **Rigoberto Herrera García**, COLRED, Mixlaj Chiquito, Mixlaj, Chiantla, Huehuetenango.

Regarding date each COLRED was formed and organized, 50 were configured during Feb. – Dec. 2021 and 10 remaining between Feb. – Nov. 2022. One main influence was the COVID-19 pandemic that affected the world. This factor limited the project in achieving several goals. However, thanks to a reorientation, actions were achieved during its implementation period

Total participation of each COLRED en all three departments -Huehuetenango, Quiché, and Baja Verapaz and 6 municipalities (**Area 1:** Chiantla, Aguacatán. **Area 2:** Sacapulas, San Bartolomé Jocotenango & Joyabaj. **Area 3:** Salamá), presented below.

Figure 2. Global participation in COLRED.



Color codes: Red = baseline, green = final baseline, black = total.

Vertical bars

Left side = men, center = women, right = total numbers

In figure 2, we observe that COLRED configuration started with a participation of 625 persons -372 men and 253 women-. At the end of the project, this amount descended to 523, of which 317 were men and 206, women.



COLRED members explained changes in the level of participation, the most common being that several persons work in the departmental capital making it difficult to attend meetings when there is a natural disaster. Others mentioned that husbands do not support women attending meetings or have no interest in participating or passing away. There were cases where people changed their minds and were replaced by another person from the community. Farming -planting corn and beans - was also mentioned and others suggested limiting themselves to the designated functions, and finally some members migrated to the United States searching for a job.

...I like to participate, I am a coordinator, my husband supports me in this project, it limits us to always being at the meetings because of the distances to the center of the community, but access to telephones has allowed us to communicate in a better way. **Carmelina Ramos**, COLRED, La Cruz, La Labor, Chiantla, Huehuetenango

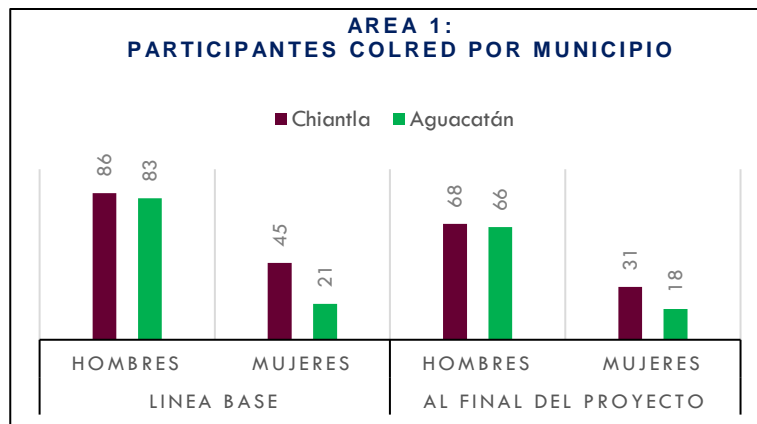
According to the database, there was a difference between men and women participants at the end of the project. Men represented 54% and women 45%. Some reasons are: Scarce participation in decision-making at the community and family level, limited access to economic resources, to education and to opportunities to attend school, macho style culture and being discriminated by men.

In 4 of the 6 focus groups results point that women's participation in COLRED has decreased, in percentages,

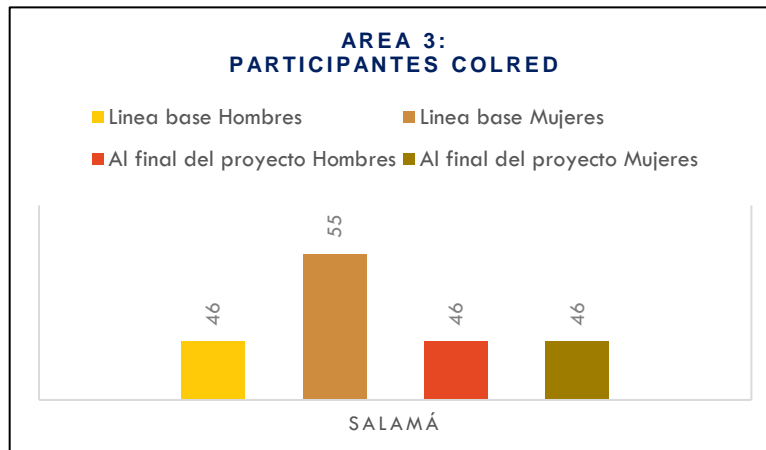
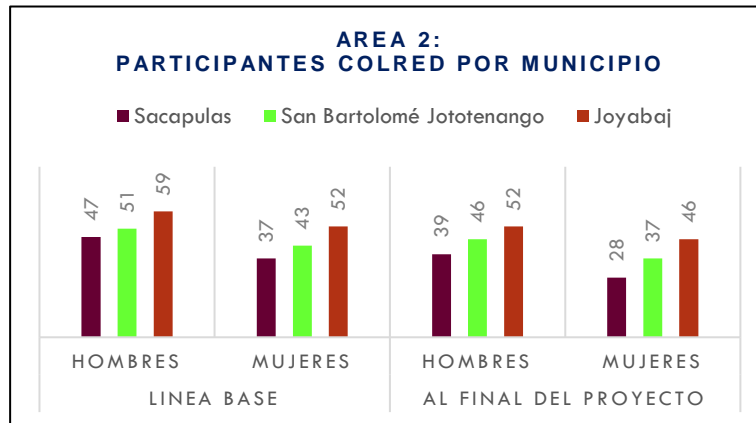
however, women maintain a predominant leadership in the organizational structure. This allows them to express their rights and lead with greater equality. Men interviewed during the evaluation stated that they recognized women's participation in organizational structures.

Likewise, we can see in the following figures participation of each COLRED. **Area 1:** Chiantla, Aguacatán. **Area 2:** Sacapulas, San Bartolomé Jocotenango and Joyabaj. **Area 3:** Salamá.

Figure 3. COLRED participation per municipality.



Left group = base line  
 Right group = final line



Color code Yellow = baseline men, brown = baseline women  
 Red = Men, end of project, olive brown = women, end of the project

As we can see in the previous figures, there was a variation from initial participation to the final one. In the case of area 1, women's participation was lower at the end of the project, in area 2 it was almost proportional and in area 3 it remained stable.

Despite some participation limitations, the project was in tune with the needs of the communities, because its design was based on the results, indicators, and goals to prepare COLRED to address disasters and mitigate community risks as well as those in surrounding areas.

The data shown above is intended to quantify the dynamics of an organizational strengthening action based on voluntary work, in which community members must contribute time as their main resource. This is significant because if they are dedicated to disaster prevention, they must give up one or two days a week assigned to daily survival tasks. Therefore, an assessment that emerges after analyzing the data is that every project working with volunteers is subject to fluctuations in participation, derived from each person's needs. These actions go beyond the project and depend on other community dynamics related to organizational, social, and mainly economic activities. This does not represent a punishment to the quality of the project's actions, because the community's effort to maintain the process is manifest and evident.



These are simply issues that must be considered in the learning process and applied in lessons for the future, in terms of searching for other sustainability systems and ensure that filling participation gaps in COLRED should be faster does not affect its dynamics.

Most communities have adequately overcome this difficulty. Some have chosen to massify training to ensure substitutes when one member leaves. This depends largely on the local socio-cultural dynamics and organizational tradition of each community.

The need and relevance of activities carried out are reaffirmed during the evaluation sessions through focus groups and interviews, regarding the evaluation questions posed: **To what extent were project activities adapted to the local and municipal reality? And to what extent has the project responded to prioritized needs of participants in relation to the organization, training and preparation for emergency/disaster response?** The aspects that stand out most frequently are:

- a) Adequate, representative, democratic selection and organization of communities and conformation of COLRED, respecting sociocultural dynamics.
- b) Training for COLRED, school committees, and municipalities, among others.
- c) Development of local response plans and municipal plans.
- d) Development of family response plans.
- e) Forming school committees.
- f) Analysis, training, and gender training for COLRED and participants.
- g) Coordination with local implementers to work as local partners in all 6 municipalities. The purpose of ASUVI, Corazón de Maíz and ECO was to strengthen disaster relief and recovery: considering immediate needs, recovery and improving assets and livelihoods of participants.
- h) Basic equipment provided to COLRED, school committees and municipalities.
- i) Frequent meetings and coordination with UMGIRD, COMRED, CONRED, MAGA, and MINEDUC, among others.
- j) 33 infrastructure improvement works to be used as shelter in the event of a disaster.
- k) Technological innovations for COLRED.
- l) Livelihood support as an option to generate income or food supplements during post-emergency phase.
- m) Prepared a standard protocol responding to health emergencies (COVID-19).
- n) Organized various consultancies to generate information and improve the project's execution process, among others.

The project was implemented with identifying differentiated needs for each work area, in the social, economic, cultural, and gender equality aspects, because they are completely different. In an emergency and disaster context these locations present significant differences.

The assessment confirmed that CARE's strategy has been appropriate regarding the evaluation question: **What changes have occurred in the lives of direct participants of the project?** Some testimonies from COLRED members during interviews have been relevant regarding the project.



...*"We were given information on risks and threats, first aid, handling fire extinguishers, managing a shelter, and basic techniques to put out a forest fire."*

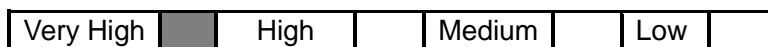
... *"Different people are participating in COLRED, we have acquired more knowledge, some simple and practical strategies to be transmitted"*

...*"Women are the ones who manage resources best, it is important that they participate and support community decisions."*

*"The 4 neighboring COLRED have joined, support each other and communicate formally with other neighboring communities, schools are the shelter center for an emergency, and although there were some follies committed while participating, they are our mistakes and from some negative people in the community."*

Then, based on an exhaustive review with the project's participating population, when consulting about the relevance and receptivity of the project, it has been evident that relevance is very high and has had a significant contribution, fundamentally with forming 60 COLRED, creating and strengthening municipal CRRM offices in each working area and linking them to other municipal offices. Also, establishing municipal agreements, strengthening response and preparedness for disasters (pre, during and post), involving women in disaster risk reduction, working with vulnerable, remote communities (affected by hurricanes ETA, IOTA, and Tropical Storm Julia, among others) that received scarce or no aid.

#### 4.2 IMPACT



Impact measures direct effects attributable to the project, identified during the field phase, and that, when used by participating groups, generate in them, changes or effects referable to the project. In this sense, to verify the impact, which has been very high, the project objectives must be reviewed:

**Table 4. General and specific objectives - MACP project.**

General Objective	<ul style="list-style-type: none"> <li>Greater empowerment and leadership of vulnerable communities at the end of the project, to provide an efficient, gender-sensitive emergency response, in a context of natural disasters and health crises.</li> </ul>
Specific Objective	<ul style="list-style-type: none"> <li>Communities -after the first year of the project- implement social measures to reduce vulnerability and risks.</li> <li>Communities execute social actions together with municipal governments to respond to the COVID-19 pandemic, during the first year of the project.</li> </ul>

SOURCE; LFM MACP.

Based on the formulation of the objectives, there is qualitative evidence that the project has generated positive effects, mainly, at the COLRED level. During interviews and focus group meetings, direct participants, municipal technicians and decision makers -at the municipal level- expressed a substantial change. They feel more encouraged and receptive to activities to improve preparedness to disasters/emergencies in their communities. Some testimonies collected are:



... "We have knowledge of the response plan, we have a map, we know how to provide first aid, we have knowledge about an early warning."

"We have identified the homes and families most at risk in the community, we are prepared and organized for a natural event, we have immediate communication through the WhatsApp group."

"I like to participate, I have participated in several positions in my community, I accepted the position of director because of the knowledge I was going to get from CARE, I feel that communication with the municipality has improved."

... I have had leadership in the community, people trust me, I am a member of COCODE and director of COLRED, women participate in my group, and I support them."

Among actions or processes achieved by the project related to the objectives and in reply to the evaluation question: **Which have been the significant changes in the lives of direct participants of the project?**

- a) COLRED are prepared for better participation during a disaster or community emergency. That is preparation, mitigation and response to a disaster.
- b) Women's participation in each of the activities planned was prioritized. Their governance in COLRED was inclusive. Women were supported in various intervention spaces organized by the project to observe and consider gender differences in disaster response. They participated in various activities outside the community. According to the study, 97 women from COLRED stated that they received gender training and were clear about basic concepts of gender equity in emergencies and the importance of their leadership and participation. Male members of the 56 gender-mixed or all-male COLRED expressed in the study the importance of women's participation. Four COLRED have an all-female membership.
- c) Six Municipal Instances of Comprehensive Risk Management -IMGIRD- were strengthened in Sacapulas, San Bartolomé Jocotenango, Chiantla, Aguacatán, Salamá and Joyabaj. All IMGIRDs have a risk management activity budget. In the case of San Bartolomé Jocotenango, the Municipality raised its institutional rank to Directorate of Risk Management and Environment. For the project, this decision represents a qualitative added value related to change of attitude by municipal and community authorities and progress in local institutional development.
- d) Risk management governance was promoted in all six municipalities.
- e) Family response plans were created and worked on, executed by ASUVI (Chiantla, Aguacatán, Sacapulas and San Bartolomé Jocotenango) and Corazón de Maíz (Joyabaj and Salamá) with participation of the most vulnerable families. Local partners also encouraged organizing school committees with teacher parents' organizations, OPF.
- f) Capacity strengthening through theoretical and practical training workshops has improved disaster response.
- g) The strategy to improve agricultural and livestock livelihoods of COLRED members and participants included a selection of promoters -women and men – interested in being partners in disaster response, mainly in the components. They participated in the KAP study and evaluated in those themes, agronomic management.
- h) At the start of the project and during its first year of execution, there were adaptation measures to address the COVID-19 pandemic, added to protocols issued by the Ministry of Health MSPAS to avoid contagion (using face masks and hand sanitizer, practicing social



distance). The response protocol for the emergency was developed by the project with its own funds and put into practice in the communities.

**Has there been any change in the lives of participating populations, both positive and negative, due to the project?**

... "Through the training workshops we have had good ideas to deal with an emergency, when we come to the community, during the meetings, we explain what we have learned."

... "I'm happy with the lessons, especially on how to prevent violence against women, avoid bullying, the importance of the 72-hour backpack, what to do in the event of an earthquake and how to evacuate people."

... "Putting on the vest and badge of the COLRED identifies me, I wear it for any activity."

According to the evaluation questions, direct participants replied as follows:

Positive	Negative
<ul style="list-style-type: none"> <li>▪ ... "Activation of the economic fund due to the drought helped provide food to the most vulnerable families".</li> <li>▪ ... There was a gender incorporation to respond to disasters in the communities, the participation was of men and women."</li> <li>▪ ... "I know that it is an alert and I know when the river can cause us problems, I have learned to be in communication with COMRED"</li> <li>▪ ... "When women invest their time in COLRED meetings we also motivate others to participate, we have the same rights to participate".</li> <li>▪ ... "I have learned how to put out fire, when it presents danger, I know that it is a drill, how to coordinate and organize people, I know how to act in the event of a disaster".</li> <li>▪ ... We believe and are firm in remaining organized as COLRED and improving results, to guide other people."</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ ... "Renovation was not carried out in the 10 communities or COLRED of my municipality, only 4 benefited, perhaps due to the selection criteria of the primary schools".</li> <li>▪ ... "2 women participate in our COLRED, but when the training lasts 2 days it is difficult to leave home and children"</li> <li>▪ ... "As women it is sometimes difficult for us to face a high-level disaster, because it is men who can climb down a ravine or get into a river".</li> <li>▪ ... "There are people in the community who do not like to participate, do not collaborate and sometimes serve as a stumbling block to moving forward".</li> <li>▪ ... "The map they gave us does not look good, because it is not complete, it does not have all the sectors of the community and they are a little dark".</li> </ul>

**4.3 EFFECTIVENESS OR EFFICACY**

Very High		High		Medium		Low	
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Aspects evaluated in this criterion include those related to interaction between those involved in different levels of intervention during project implementation including direct participants, as well as



women's empowerment and participation. The evaluation made it possible to verify compliance with activities presented in the project results with **a very high degree** of efficiency or effectiveness.

It was confirmed at COLRED and IMGIRD levels that quantitative goals have been achieved, with positive effects on direct participants regarding preparedness to anticipate and respond to a disaster or dangerous event.

For example, in relation to immediate response time, improved community participation, project governance reflected in creating all COLRED and best use of physical resources granted by the project. It is important to mention that during the interviews direct participants refer to the development of coordinated work and good monitoring as well as follow-up of activities by CARE. This last statement, although it is very common to find it in communities that have been historically marginalized by the state and society, their members appreciate any support received, no matter how simple it may be, because external institutional interventions are scarce or non-existent. It also means that, going more deeply that the project has been executed in a good manner, that there is a good relationship of dialogue between participants and executors and that a positive effect is generated in terms of improvement of the community.

In this aspect, the question **Has the project generated significant changes in municipal governments and community organizational structures?** has been answered. Opinions of interviewees and focus groups have been:

... *"There is a greater receptivity of the municipality in relation to an emergency or disaster."*  
... *"There is an intermediate to high empowerment of COLRED in its organization"*  
... *New ideas help us in an emergency, we are better guided, we know what to do in the event of a forest fire, how to act in the event of an alert call and how we should coordinate with CONRED...*  
... *Our municipal APO has included activities with a proper budget to improve our approach to the COLRED...*  
... *The IMGIRD has achieved its objectives, strengthening local capacities and we see the accreditation of the COLRED as a positive aspect; Women have also become involved in risk management because of the creation of this structure...*

... *We have a WhatsApp group which is managed by the Risk Management Office of the municipality, which we use it to be informed, messaging, and as an early warning system in the event of a difficult departmental, national, or community situation...*  
... *When Hurricane Julia happened, we had the experience of pulling a lady out of a landslide, we understood how to do it. Our priority as COLRED is the elderly and children, and how to save them...*  
... *I have had a lot of participation in my community, I am currently a health promoter and for this reason I accepted to be the Director of COLRED. I've told people that they always must learn to support us in an emergency...*

**Has the project led to changes in capacities, attitudes and practices?**





The project generated capacities, attitudes and practices, demonstrated in interviews and focus group work. All the tools designed for emergencies have been effective, to the point that there is a response from each COLRED to provide aid during an emergency. The COLRED have key information on the most important natural hazards in their communities and have an alert system to mitigate damage.

According to the information obtained in the field, COLRED and IMGIRD members stated that what they remember in terms of training, knowledge transfer and feedback is the following:

- a) Legal and conceptual risk management framework
- b) Basic concepts of risk management.
- c) Shelter management.
- d) Humanitarian aid.
- e) Basic meteorology.
- f) WASH.
- g) Gender in emergencies.
- h) Protocols to deal with community risks.
- i) First aid.
- j) Forest fire management.
- k) Earthquake, flood, and landslide emergency drills.
- l) Search and rescue.
- m) Importance of food security (family gardens and organic fertilizer production (using the red coquette worm system).
- n) Preparation of community risk maps (most vulnerable areas and by sectors).
- o) Preparation of a local response plan.

Municipal and COLRED capacities and attitudes have improved regarding risk and disaster. Their behavior has changed compared to before the arrival of the project. These practices have been acquired through experience, i.e.: during Tropical Storm Julia, they applied their knowledge and early warning system. Currently they are better organized and see their training and support for disaster reduction as positive. There is also a responsibility to support local governments and other actors.

They have knowledge about local risks and how to address them, attitudes they must have and prepared to deal with threats with a high level of coordination and communication. In addition, these trained community leaders can put into practice decision-making training when there is a disaster or early rehabilitation



Among some COLRED testimonies or opinions we found:

... *"Learning for me was of utmost importance, with support of CARE we are having better knowledge"*

... *"The results we are obtaining serve to protect our families and it is reflected in the COLRED formed."*

... *"Our canton (sector) is the most vulnerable, with neighboring communities, we are in a red zone, but we know how to solve a problem in the face of a natural disaster."*

... *We are aware of different disasters that may occur in the community, we know what our responsibilities are as COLRED, the endorsement given to us by the municipality gives us the authority to face any natural event"*

An important fact to mention is the change generated in COLRED members and among participating population through improving livelihoods, promoting less use of external resources and promoting nutritional food security. Communal sustainability, resilience to climate change and agricultural and livestock production, all these factors are strengthening when a natural threat or risk occurs.

The evaluation question- **What is the degree of compliance with the project's objectives, results and indicators?** The evaluation has made it possible to verify compliance with indicators presented in the LFM (Logical Framework Matrix). In this sense the following analysis has been carried out:

**Table 5. Logical Framework Matrix, MACP project.**

Objective	Logic of intervention	Objectively verifiable Development Indicators	Target Indicator	Executed
<b>General (GO)</b>	Greater empowerment and leadership of vulnerable communities at the end of the project, to provide an efficient, gender-sensitive emergency response, in a context of natural disasters and health crises.	Reduction in the loss of human life and impact on the livelihoods of 60 communities in 4 prioritized municipalities.	100% reduction of lives lost	100%
			50% reduction in livelihoods	100%
		Percentage of people better trained to face and recover from the variability of climate change effects.	70% of the populations is more (less) vulnerable to climate change variability	100%
		People of all genders participated significantly in decision-making levels in spaces at the local, formal (government-led) and informal events (Civil Society-led) (Indicator 19 IC).	600 people and 30% women participate in decision-making.	More than 600 people and at least 20% women participate
		Municipal programs for humanitarian aid and to provide attention to the needs of the population respond to the rights, needs and demands of people of all genders. (Indicator 20 CI)	At least 4 humanitarian aid programs comply with people's rights.	More than 4 programs with a selection of the poorest and most vulnerable families
<b>Intermediate Results</b>	SO1: Communities after the first year of the Project take social measures to reduce vulnerability and risks	Person who implements practices and actions to reduce vulnerability to climate-related events.	60% of people in the community adopt practices that reduce their vulnerability to the climate.	100%
		Number of mechanisms prepared by COLRED are improved through local risk analysis processes.	60 communities and 100% COLRED with improved mechanisms.	100%



		Number of communities that increase their coordination between communities and local governments to respond to disasters.	60 communities.	100%
	SO2: Communities take social actions together with municipal governments to respond to the COVID-19 pandemic, during the first year of the project,	People who implement practices/actions to reduce their vulnerability and increase resilience to health events.	6000 persons and 70% women and youth	100%
		Number of mechanisms prepared by COLRED in coordination with the Health System, improved through local health risk analysis processes.	100% COLRED	90%
		Number of communities that increase coordination between communities, with local governments and health services to contain and respond to health emergencies.	60 communities improve their coordination with their mayors.	100%
<b>Results: R1, R2, R3, R4 y R5.</b>		Result 1: Communities have, during the first year of the project, a well-informed and adequately trained, inclusive and self-organized group with the responsibility of leading disaster preparedness. (Preparation 1, 2 and 3)	# Communities that demonstrate disaster risk reduction (DRR), a group of leaders with relevant skills and knowledge acknowledged by the community and the Executive Secretary of CONRED.	60 communities.
	# Of COLRED organized, trained and with basic equipment to respond to disasters.		60 COLRED organized, trained and equipped.	100%
	% Of women participating in the COLRED decision-making group.		30% of women participating in decision making.	66%
	# Of schools with a School Committee and a School Disaster Response Plan		100% of schools	100%



		of local disaster response plans that consider responses differentiated by gender, disability, old age, childhood and youth, as well as their specific needs.	60 Local disaster response plans.	100%
<p>Result 2:           Communities have greater capacities to respond to disasters, with response plans and inclusive systems implemented and updated, incorporating learning, at the end of the Project. (Preparation 4, 5, 6 and 7)</p>		# Of communities that tend to the Local Disaster Response Plan, review and update it periodically.	60 communities	20%
		# Of communities where at-risk households implement disaster risk reduction measures promoted by the project.	60 communities	60%
		# Of communities in which COLRED members communicate and act on information from early warning systems in a timely manner and reflect the Lessons Learned System.	100% COLRED.	100%
		# Of communities where members of all sociodemographic groups know about local disaster response plans.	60 communities	70%
		# Of communities that have a Local Response Plan and a disaster risk map	100% of communities	100%
		# Of communities establishing multi-hazard early warning systems.	30% of communities	10%
	Result 3:	# Of communities whose risk management plan is supported by local authorities.	60 communities	100%



	Communities are connected, during the second year with the project, with municipal governments to access technical and financial assistance. (Preparation 8)	# Of COLRED and COMRED that in coordination, monitor threats and vulnerabilities.	100% COLRED y 60% COMRED.	100%
		## of communities establishing disaster mitigation measures at the community level.	4 communities	Más del 100%
Result 4: The Project contributes to increase the capacity of nearby communities and local government units in disaster preparedness. (Preparation 9)		# Of systematizations carried out to identify best practices, tools, and DRR experience of this project, disseminated among the government and local non-governmental actors.	A study of systematization, best practices and lessons learned.	100%
		# Of municipalities that establish public actions to disseminate disaster risks.	4 municipalities	100%
		# Of early warning systems covering neighboring communities. .	100% from neighboring communities.	30%
Result 5: Communities respond efficiently to health crises and coordinate with health services for appropriate use of the respective protocols.		# Of community mechanisms to contain the COVID-19 pandemic established in each community.	2 mechanisms per community.	100%
		Most of the vulnerable population knows about the containment measures to confront COVID-19.	1 Local risk analysis.	100%
		# Of COLRED that knows and implements the COVID-19 Response Plan issued by the Ministry of Public Health and Social Assistance.	60 COLRED.	100%
		# Of protocols that strengthen humanitarian aid mechanisms under confinement.	1 established protocol.	100%

Source: CARE MML, prepared by consultants for results executed, December 2023.



From this perspective, the previous table shows qualitative and quantitative data pointing that the project has generated effects, mainly, at the level of the people who assumed positions in COLRED. During the focus group meetings, they expressed a personal substantial change. They consider that training in disaster risk management has been effective, and this has been reconfirmed by IMGIRD and institutions with which it was coordinated.

The formation of 60 COLRED has given participants a horizon, improved the expectation of their work and the social context in which they operate by being prepared for a natural phenomenon.

CARE fulfilled commitments made, providing all the necessary accompaniment, meeting the financial and technical requirements and evaluating progress in the overall execution of the project. The operational schedule of activities was met.

In quantitative terms, women's participation was quantitatively valued at 66%, representing a challenge for implementing and managing organizations since, promoting participation and women's rights require a comprehensive implementation of strategies. Results require sustainable work according to the proposal, to its implementation and constant monitoring to pressure for change. It is considered a percentage that can be improved.

Regarding early warning systems, although no large activity related to this topic was carried out – according to the executors- it did reach a percentage in the evaluation, representing an aspect that was considered in its final phase, although there is no basis to evaluate progress.

In the case of local maps, analysis of 70% compliance is partly since in some locations maps were delivered almost at the end of the project, so its usefulness by COLRED cannot yet be measured.

In summary, the following has been achieved:

**Table 4. Summary of MML achievements - MACP. {Logical Framework Matrix = MML}**

<b>No.</b>	<b>Goal description</b>	<b>Goal set</b>	<b>Achieved at the end of the project</b>
1	Cooperation agreements with the Municipality	6	6
2	Agreement with SE-CONRED	1	1
3	Local Response Plan	60	60
4	Risk maps	60	60
5	Infrastructure improvement plan (6 municipalities)	>24	33*
6	Accreditation (Credentials)/recognition of authorities	60/6	60/6
7	Humanitarian aid to poorest families, 6 municipalities	>90	>120
8	COLRED emergency equipment	60	60
9	Emergency Equipment (Tool Kit)	60	60
10	WhatsApp emergency group/6 municipalities	6	6
11	Training Workshops for COLRED/municipalities	6	6
12	Family response plans	60	339**
13	Municipal plans	6	6
14	School committees	60	57





15	Cooperation agreements with MAGA, MSPAS & MINEDUC/municipalities	6	6
16	COLRED Simulation and security drill	6	3***
17	Community promoters – women and men	60	60
18	Red Wigglers for compost delivered/Livelihood	6	6****
19	Vegetable Seed Delivery/Livelihood	6	6****

Source: Prepared by consultancy, Dec. 2023.

\* Infrastructure projects: Chiantla and Aguacatán, 16. Sacapulas, 5. San Bartolomé Jocotenango, 4. Joyabaj, 4 and Salamá, 4.

\*\* Family response plans: Chiantla: 70. Aguacatán: 63. Sacapulas: 36. San Bartolomé Jocotenango: 48. Joyabaj: 60 and Salamá: 62. Executed by ASUVI and Corazón de Maíz and carried out with most vulnerable ones. Vulnerabilities to disasters and environmental risks were determined in each household. Evacuation routes were made in the event of a disaster.

\*\*\* Municipalities hosting emergency drills: Sacapulas (5 communities participated), Salamá (2 communities participated) and Joyabaj (one community participated).

\*\*\*\* Used to improve the livelihoods of participants. The vermicompost fertilizer was used in family and community gardens in all 6 municipalities (COLRED) where the product was delivered, monitored and supported by UMSAN (Municipal Food and Nutrition Security Unit). Horticultural gardens established in coordination with COLRED. I.e.: In San Bartolomé Jocotenango the vegetable garden is working very well. Participants have sold surplus production and garden is under constant coordination by UMSAN.

These results indicate that each COLRED has identified community risks and vulnerabilities and are assuming new responsibilities. Its members have a knowledge of geography and physics useful to understand their territory in a different way, can prevent dangerous conditions and have practical skills in preparedness.

#### 4.4 EFFICIENCY

Very High		High	Medium	Low	
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The evaluation allowed us to verify compliance with a **high** level efficiency in these criteria, several questions are evaluated to achieve expected results. One of them is: **Has the plan established for the execution of the project been complied with?** There was a relevant work plan responding to various geographical factors of the three areas where the project was executed. Each area had its differences, but its design has been the same, which helped to execute each of the proposed activities, as shown below.



Table 5. Activities per results and consultancies.

No.	PREPARATORY ACTIVITIES	SUMMARY
1	Hiring of project personnel	Personnel hired met requirements and qualifications according to established profiles. There were staff changes during the process, in areas 2 and 3.
2	Training project staff in CPC by CONRED.	Technical staff received training from CONRED.
3	Project presented to municipalities.	Direct participants confirmed the project was presented in their communities and coordinated through COCODE. Cubulco, Baja Verapaz was discarded due to lack of interest from the municipality.
4	Project presented to COMUDES.	According to testimonies by decision makers at the municipal level, there was a presentation to COMUDE.
5	Project presented to CODEDE.	According to testimonies by decision makers at the municipal level, there was a presentation to CODEDE.
6	Coordination meetings with municipalities.	It was confirmed that constant municipal coordination did exist and exists through each municipal UMGIR of each to continue coordinating project actions.
No.	RESULT 1 ACTIVITIES	
1	Agreement negotiation process at the municipal level.	6 cooperation agreements were negotiated with municipalities.
2	Signing of agreements with 6 municipalities.	6 cooperation agreements were signed with all 6 municipalities.
3	Selection of indicators to choose communities.	Meetings held with municipalities for COLRED selection criteria. In the case of Cubulco, Baja Verapaz, due to non-compliance with agreements, work was not carried out. Salamá (Departmental capital) was chosen instead.
4	Selection of communities with municipalities.	A selection process for COLRED held in coordination with municipalities.
5	Meetings with community leaders.	A coordination process with COCODE and auxiliary mayors was executed to present the project and carry out monthly in-person visits
6	Organization of COLRED.	60 COLRED were formed and accredited
7	COLRED training.	60 COLRED trained
8	Gender analysis at the local and municipal level.	There was a gender analysis at each COLRED and each municipality.
9	Develop gender action plans at the local level.	Gender action plans were made at the municipal level and in COLRED.
10	COLRED training on gender during emergencies.	COLRED members trained on gender.
11	Implementation of a basic meteorology course.	Courses on basic meteorology taught to interpret information aimed at COLRED members.
12	Perform local simulations.	Simulation exercises carried out at the local level together with 3 municipalities.
13	Conduct local emergency drills.	Simulation exercises were carried out at the municipal level in 3 municipalities.



14	Prepare files for COLRED accreditation.	All 60 COLRED have been accredited by CONRED supported by CARE.
15	COLRED Accreditation.	All 60 COLRED have been accredited by CONRED supported by CARE.
16	Organize School Committees.	57 school disaster response committees were formed.
17	Training of School Committees.	All 57 school disaster response committees were trained.
18	School drills.	School drills to respond to local disasters were carried out.
19	Identification of most vulnerable families in the communities.	Identification of most vulnerable (poor) families that received humanitarian aid was evident.
20	Carrying out family emergency drills.	This activity was not carried out. The cause was not established from technical staff nor from participating population interviewed.
twenty-one	Strengthening gender spaces.	There was support and activities to promote gender via a consultancy. Training workshops for 60 COLRED were held. Contents of which were mainly: Gender in emergencies, protection mechanisms for women in emergency situations, generation of safe spaces for women, women's decision-making in emergency situations around and in the context of COLRED, raising awareness among men and women about women's rights and gender inequality affecting women. Gender awareness among COLRED, municipal authorities and IMGIRD. The Leadership school implemented by Fundación Guatemala, where 20 women from Quiché (Joyabaj, Sacapulas and San Bartolo) and 20 women from Salamá participated.
<b>No.</b>	<b>RESULT 2 ACTIVITIES</b>	
1	Preparation of community risk maps.	60 community risk maps were prepared but had printing and construction deficiencies because Google Earth maps from previous years 10 were used, which does not allow to demonstrate current risks. They were delivered in the last month of project execution.
2	Preparation of school response plans.	School response plans were carried out to address a community alert.
3	Provide COLRED with basic equipment.	60 COLRED supplied with basic biosafety equipment (helmets, first aid kits, stretchers, etc.) to address disaster risks.
4	Provide school committees with basic equipment.	School committees were equipped with whistles, first aid kits, megaphones, rope, vests, writing boards, markers and fire extinguishers.
5	Training and equipment for Community Promoters.	Community livelihood promoters were trained.
6	Preparation of family response plans.	Family response plans were made.
7	Implementation of DRR measures in prioritized homes.	Disaster relief and recovery measures applied where COLRED members faced some risks.
8	Implementation of Sentinel sites.	Advocacy sessions held with SESAN reps. in all 6 municipalities asking feasibility to implement Sentinel



		Sites. SESAN technicians stated that the methodology could not be implemented because the “situational rooms” were not active.
9	Technological innovation in disaster preparedness.	The CITEC (Science and Technology) 2022 campus launched in coordination with URL. In addition, 3 applications used -phones & WhatsApp groups) to measure crop losses, weather forecasts, probability of humidity, temperature, rainfall and wind. Early warning system formed to avoid any incident in the communities. Coordination was made with Rafael Landívar University, URL, to strengthen the alliance and coordination supporting the use of technology.
<b>No.</b>	<b>RESULT 3 ACTIVITIES</b>	
1	Evaluation meetings to create UMGIRD in communities.	Support received from municipalities for these units or agencies in terms of personnel, in some cases with resources and technicians.
2	UMGIRD Organization.	UMGIR organized with support from SE-CONRED.
3	Strengthening and creating UMGIR capabilities.	Good coordination was confirmed with municipalities for the community development of COLRED
4	Identification of community priorities for DRR.	There was an identification in coordination with COLRED for disaster relief and recovery.
5	Prioritization of spaces for dialogue related to DRR priorities.	There was dialogue to prioritize vulnerable families during the emergency and reduce their risk to disaster
6	COMRED organization.	Coordination and synergies with COMRED were improved. The work synergy strengthened 6 IMGIRD. in the case of San Bartolomé Jocotenango the Municipality raised its institutional rank to Directorate for Risk Management and Environment. These entities participate in COMRED and support COLRED. 6 COMRED from all 6 municipalities have been accredited.
7	COMRED training.	COMRED's response capacity improved. Documents received are: Legal framework, CONRED functions, disaster response plans, EDAN information management and shelter management. An example is coordination with SE-CONRED and COLRED offices in each municipality, to strengthen their capacities in the event of a disaster. These capabilities have transmitted information on damage to community infrastructure and livelihoods from IMGIRD to COMRED to improve disaster response.
8	Evaluation of community infrastructure.	All 60 COLRED were evaluated to carry out a diagnosis to improve community infrastructure in the event of a disaster. Places with the greatest need were chosen and prioritized.
9	Implementation of improvements to community infrastructure.	33 communal infrastructures were improved to be used as shelters out of all 60 COLRED.



10	Identification of local institutional actors.	Working with protocols for disaster reduction was coordinated with institutional actors
eleven	Link communities with institutions.	A link established with the following entities in the coverage area MAGA, CONRED, MINEDUC, and MSPAS. Some actions achieved include” Participation in technical round tables to obtain data on levels of Food insecurity, INSAN, in communities, most prevalent local and family disaster risks, community participation and COVID-19 cases
<b>No.</b>	<b>RESULT 4 ACTIVITIES</b>	
1	Project documentation.	The complete project process was documented with interventions achieved.
2	Project Systematization.	During the last year of the project, best practices are systematized.
3	Compilation of DRR tools.	Used based on CARE’s experience in other projects.
4	Implementation of CARE tools.	Worked with participatory methodologies focused on gender. I.e.: Participatory development of gender diagnoses and action plans. Methodological transfer workshops to COMRED, COLRED and participants to strengthen leadership and empowerment of women. These gender equity tools improved community and municipal capacity to respond to a disaster.
<b>No.</b>	<b>RESULT 5 ACTIVITIES</b>	
1	Dissemination of COVID-19 containment measures.	At the start of the project, direct participants confirmed that there were COVID-19 measures
2	Adaptation of the COVID-19 Country Response Plan.	Awareness raised about the country’s response plan to COVID-19
3	Printing of the local adaptation of the Country Response Plan to COVID-19.	Communities were prepared to face the pandemic.
4	Dissemination of the adaptation of the Country Response Plan to COVID-19.	All health information was received to reduce contagion.
5	Preparation of COVID-19 humanitarian aid protocols.	At the beginning of the project, direct and indirect participants were trained and guided on COVID-19 protocols
6	Development of mechanisms for the evacuation of patients with COVID-19 from rural indigenous communities by MSPAS.	There was a response preparation for the threat including prevention and containment measures.
<b>No.</b>	<b>CONSULTING,</b>	
1	Systematization of the organizational and functional models for the institutionality of comprehensive disaster risk management in municipal structures through the creation of the IMGIRD.	Done.
2	Gender analysis in 6 municipalities	Done.
3	Gender action plans in emergencies in 6 municipalities	Done.
4	Community risk maps in 60 communities	Done.
5	KAP Study (Knowledge, Attitudes and Practices)	Done.
6	Systematization of CITEC 2022 science and technology camp	Done.



7	Systematization of women and youth participation in local coordinators for disaster reduction	Done.
8	Systematization of the creation of municipal agencies for comprehensive disaster risk management -IMGIRD-	Done.
9	Health emergency protocol at the municipal level.	Done.
10	Systematization of disaster response of the tiered system at the local and municipal levels, and contribution made by IMGIRD, in the areas of influence of the project.	Done.
eleven	Final evaluation of the MACP project.	Done.

Source: Prepared by consultants, Dec. 2023.

In table No 8 we can see the activity plan proposed in LFM, which was designed and obtained the following achievements:

**Table 6. Compliance with activities proposed in the LFM - MACP project.**

No.	Activities	Compliance in efficiency to achieve objectives and results
1	High Schools	<ul style="list-style-type: none"> <li>There was efficient execution hiring of personnel meeting requirements and experience (although there was rotation) to work in rural areas and addressing natural disasters. According to interviews with municipal technicians and participants, the project was presented in coordination with local and municipal authorities.</li> <li>In Salamá, for example, an earthquake drill was carried out. The community emergency drills were held simultaneously in Ixcayán, La Cumbre Santa Isabel and Llano Grande. In Joyabaj, 1 community drill in the El Infiernito community.</li> </ul>
2	Result 1	<ul style="list-style-type: none"> <li>There was effective communication with municipalities, achieving 6 municipal agreements and selecting 60 communities to form 60 COLRED accredited by CONRED. COLRED members stated that they had constant meetings and training. They worked with a gender approach during training workshops, local drills, and selecting school committees. The basis of the gender work was CARE's gender policy.</li> <li>The poorest families from 6 municipalities were supported with food supplies (corn, beans, and oil, etc.) with food delivery funds. Achievements include: ASUVI, Corazón de Maíz and ECO were selected as local partners after a thorough evaluation of their implementation capacity. Several were local implementers for UN food emergency response agencies such as the World Food Program. Others are CARE partners dating several years. One important benefit was the food aid that granted according to an evaluation tool prioritizing the neediest families in the community. There was participation in selecting the local COLRED leadership and choosing families to support them. An awareness day was held to ensure that families with basic resources would not try to sign up as likely beneficiaries. There were two options: Provide cash transfers or distribute food in kind. The second one was selected based on a cost analysis, market and availability of the aid package. In the first case, participants could acquire</li> </ul>



		<p>less food due because prices at the local market during the emergency rose speculatively. Food distribution had better results, prices were reasonable and therefor the number of kits increased.</p>
3	Result 2	<ul style="list-style-type: none"> <li>• 60 community risk maps were prepared, with several deficiencies because using outdated cartography and images (10 yrs.) were used. COLRED members expressed a bit of discontent when not seeing some current features of their communities. The maps were delivered during the last month of project execution.</li> <li>• Basic and varied equipment was provided to community structures and schools, considering particularities of each community, such as vests, helmets, first aid kits, tools, and personal protective equipment.</li> <li>• 60 local response plans were made; however, the majority were delivered the last month of the project. As a result, monitoring, dissemination, and updating with each COLRED could not be proven.</li> <li>• Sentinel sites implementation. With great effort, this implementation was achieved in Sacapulas by SESAN with CARE's and the municipality's support, as follows: 1- Situational room, equipped, and articulated to the Municipal Office for Food and Nutritional Security. Strategically, the municipality decided to expand the mandate of its Municipal Risk Management beyond Disaster Risk Management, assigning it to attend procedures related to Food and Nutritional Security - SAN - and migrants. In the context of a comprehensive municipal office this one addresses all problems, due to budget limitation and reducing dispersion with many agencies.</li> <li>• Technological innovation implementation: IDEATON CITEC camp (Science and Technology) 2022 was launched, in coordination with URL. The result was a field trip with several actors and students from URL to the municipalities of San Bartolomé Jocotenango and Joyabaj, to learn about the most common natural risks.</li> </ul>
4	Result 3	<ul style="list-style-type: none"> <li>• Coordination with UMGIR was effective, they recognize each COLRED as an authorized community structure. Results: opening spaces for dialogue and coordination with municipalities, COMRED and CONRED.</li> <li>• Repair of 33 community structures as optional shelters was a success applauded by COLRED and COCODE.</li> <li>• Coordination with governmental and non-governmental agencies was efficient in adding actions addressing disaster reduction mitigation.</li> </ul>
5	Result 4	<ul style="list-style-type: none"> <li>• The project completed all documentation processes through CARE's experience in other projects.</li> </ul>
6	Result 5	<ul style="list-style-type: none"> <li>• All COVID-19 protocols and measures to address the pandemic were disseminated and put into practice in all 60 communities.</li> </ul>
7	Consultancies	<ul style="list-style-type: none"> <li>• Carried out according to the established plan. Some had a short period to be executed. It was necessary to disseminate their results with COLRED members to be assimilated better and use in the project.</li> <li>• For the first and final KAP studies, the initial conditions in communities, municipalities and participating agencies related to disaster preparedness, was known, therefore the teaching and learning process was strengthened.</li> </ul>

Source: Own elaboration, December 2023.



In relation to the evaluation question: **Has the formulation, execution and monitoring of the project allowed an efficient use of resources?**

#### 4.4.1 Budget analysis

The project's level of efficient/effective execution and its budget analysis had a total of US\$2,300,000.00 (two million three hundred thousand dollars) available and approved for execution. To proceed with this analysis, the documents provided by the project administration and other important information were:

- a) Approved budget for project execution
- b) Budget executed according to main results of the project
- c) Annual purchasing plan.
- d) Documents supporting purchases and delivery of resources.
- e) Supporting documents and reports of consultancies carried out with project funds.
- f) Interviews with project implementers
- g) Field visits to sample infrastructure works.
- h) Visits to municipalities and COLRED.

#### 4.4.2 Project budget approved

Table 9. Financial analysis, MACP project.

	Total Project Funding and Resource Needs			
	(Provided for informational purposes)			
	Total, Budget	% Of Total	Total Secured (including MACP requested amount)	Variation as executed
<b>INCOME (Source of Funds):</b>				
Margaret A. Cargill Philanthropies	\$2,300,000	100%	\$2,300,000	There is no variation
Government Grants	\$0	0%	\$0	
Other Restricted Funds	\$0	0%	\$0	
Earned Income / Program Services	\$0	0%	\$0	
Unrestricted Funds	\$0	0%	\$0	
Other	\$0	0%	\$0	
<b>TOTAL, EXPECTED INCOME:</b>	<b>\$2,300,000</b>		<b>\$2,300,000</b>	
<b>EXPENSES (Use of Funds):</b>				
Personnel	\$591,323	30%		There is no variation
Outside Resources	\$140,957	7%		There is no variation
Travel, Conferences, Meetings and Meals	\$134,787	7%		There is no variation
Materials and Supplies	\$58,922	3%		There is no variation
Capital and Capital Equipment	\$206,856	10%		There is no variation
Subgrant	\$331,654	17%		Presents duly documented variation





Other (detail provided below)			
Maintenance of vehicles assigned to the project (fuel, maintenance services, insurance, etc.)	\$71,314	4%	There is no variation
Rent and maintenance for offices (field and central offices)	\$57,761	3%	There is no variation
Communications (Internet link, landline and mobile phones, financial system, etc.)	\$25,852	1%	There is no variation
Support municipalities hiring Risk Management Municipal Technicians.	\$77,074	4%	It has a duly documented downward variation
Response/Early Action Fund	\$304,500	15%	It has a duly documented downward variation
<b>DIRECT EXPENSES:</b>	<b>\$2,001,000</b>		
Indirect Costs	\$299,000		There is no variation
<b>TOTAL, PROPOSED EXPENSES:</b>	<b>\$2,300,000</b>		
DIFFERENCE: (Income less Total Expense)	\$0		

Source: Prepared by consultants with data provided by CARE, Dec. 2023.

The comprehensive budget analysis presents an adequate execution of the funds following CARE's criteria of execution, transparency, and administrative and financial regulations, as well as corresponding, different codes of ethics.

The budget design contains appropriate percentages of expenditure in areas of personnel and project operations of this nature. Adding vehicle and fuel, office rental and communication items the amount does not exceed 10% of direct costs, which is within the range established as appropriate by the design criteria for this type of proposals.

The item called "subgrants" presents a 2.5% variation, a percentage that does not affect achieving the results in any way.

The item "Support municipalities hiring Risk Management Municipal Technicians" presents an important but duly substantiated variation, because funds allocated for this item were reduced since several municipalities assumed payment of some IMGIRD technical staff salaries. This decrease made it possible to meet other equipment and training required by these agencies.

The Response/Early Action Fund line has a downward variation of 7% also, however, this is because the item corresponding to the date of preparation of the report was being executed by CARE in its final part via cash transfers. What was reported as executed corresponds to funds granted to local partners TECHO, ASUVI, Corazón de Maíz, ECO, and Fundación Guatemala.



In general terms, quality of project expenditure followed CARE regulations, established to implement its projects.

According to data provided by project administration, the following information of items is directly related to achieving substantive results by the intervention.

**Table 10. Execution of the most important budget items - MACP project**

**FINANCIAL ANALYSIS OF IMPLEMENTATION / ACTIVITIES OF MACP PROJECT  
 (based on information provided by the administration)**

No.	Description	Amount	Executed US\$	Percentage (%) Implemented
1	COLRED formed	60	119432.9	100
2	School Committees formed	57	36040.99	100
3	Support to COMRED	6	49326.78	100
4	Attended technical round tables	4	7209.18	100
5	Community promoters served	59	47071.01	100
6	Attended IMGIRD	6	9178.52	100
<b>No. PARTNERS FOR REGULAR ACTIVITY</b>				
1	TECHO	6	118436.73	100
2	ASUVI (Chiantla, Aguacatán, Sacapulas, San Bartolo J)	4	92007.41	100
3	Corazon de Maíz (Joyabaj and Salamá)	2	63531.26	100
4	Fundación Guatemala (San Bartolomé Jocotenango, Joyabaj)	2	54443.72	100
<b>No. SUPPORT FOR MUNICIPALITIES TECHNICAL PAYMENT</b>				
1	SACAPULAS	1	11762.91	100
2	JOYABAJ	1	5461.92	100
3	SAN BARTOLOME JOCOTENANGO	1	7666.91	100
4	MUNICIPALITY EQUIPMENT (6)	6	17105.7	100
		41997.44		
<b>No. ERF FUNDS FOOD DELIVERY</b>				
1	ASUVI	1	88675.75	100
2	Corazon de Maíz	1	99873.22	100
3	TECHO	1	92903.24	100
<b>No. INFRASTRUCTURE PROJECTS</b>				
1	Chiantla and Aguacatán infrastructure projects	16	38685.12	100
2	Sacapulas infrastructure projects	5	12089.1	100
3	San Bartolomé Jocotenango Infrastructure projects	4	9671.28	100
4	Joyabaj infrastructure projects	4	5950	100
5	Salamá infrastructure projects	4	5950	100

SOURCE: Prepared by consultants with CARE's financial information, Dec. 2023.

The project had other extremely important execution items that reviewed during the evaluation, such as the following:



Outside Resources.  
Travel, Conferences, Meetings and Meals  
Materials and Supplies  
Capital and Capital Equipment

Items that also served to effectively achieve the results and that are analyzed throughout the evaluation report. The area of consulting, training, and meetings has been key due to the nature of the project, which aimed to strengthen the organizational, logistical, and operational capacities of the communities.

#### 4.4.3 Synergies with other actors

In relation to the question: **Have synergies with other actors and interventions been taken advantage of to ensure better performance of the project?** Adequate relevance was identified and alliances to follow up on project activities present in 3 areas of intervention: municipalities, CONRED, MINEDUC, MAGA, SESAN, MARN, MIDES, INSIVUMEH (National Institute of Seismology, Volcanology, Meteorology and Hydrology), Guatemalan Red Cross, INAB (National Forestry Institute), Municipal Firefighters, Rafael Landívar University, URL, and CARITAS.

To take advantage of synergies with other institutions, CARE identified, at the beginning of the project, Fundación TECHO (organization of young volunteers from Latin America) as a local partner and sub-beneficiary and together coordinated several actions. Later, the working agreement was terminated, and the following local implementing partners assume some project tasks:

- a. ASUVI (United for Life Association) with incidence in Chiantla, Aguacatán, Sacapulas and San Bartolomé Jocotenango.
- b. Corazón de Maíz, with incidence in Joyabaj and Salamá.
- c. ECO (Western Cooperation Association) with incidence in Sacapulas and San Bartolomé Jocotenango.
- d. Fundación Guatemala with impact in San Bartolomé Jocotenango and Joyabaj.

One person from ASUVI was interviewed and read reports from Corazón de Maíz and Fundación Guatemala, implemented several of the following activities: organization, training – on gender and women's rights- delivery of basic equipment for first response, and COLRED and COMRED accreditation. They trained school risk management committees, got involved in improving community infrastructure, especially primary schools, carried out various actions with livelihood promoters, implemented activities with IMGIRD and supported family response plans.

During field work results verified were organized and trained 57 schools and 60 communities, 10 from the municipality of Chiantla and 9 from Aguacatán by ASUVI in Huehuetenango. Other local partners in Quiché organized and trained 10 schools in San Bartolomé Jocotenango, 8 schools in Joyabaj, 10 schools in Sacapulas, and 10 schools in Salamá. To find out about the corresponding jobs, field verification and secondary information provided by CARE was used because the schoolteachers were on their yearly vacation period.

#### 4.4.4. Training

In the focus groups and interviews it was clear that training received had a detailed program of activities including objectives, work methodology, scheduling activities, contents to be developed and evaluation processes. Among the contents that people remember most are legal basis and tiered



system of CONRED; filling out EDAN and EDAL formats; advice for shelters; support during humanitarian aid; basic techniques to control forest fires; water and sanitation; risk monitoring, formulation of local response plans, gender in emergencies and first aid.

Community members interviewed remember having received Comprehensive Disaster Risk Management, CDRM, training in three modules lasting one day each, including the following topics:

- MACP project presentation.
- Governance System in Risk and Disaster Management for School Safety of the Ministry of Education.
- Education and strategies for risk management for School Safety.
- Basic Concepts of Risk Management: Types of Threats, Vulnerability and Risk.
- Disaster risk management: Prevention, Mitigation, Preparedness, Response and Recovery.
- What is the School Risk Reduction Committee?
- Organization of the School Risk Management Committee.
- Description of operations and specific actions for Risk Management.
- General coordination.
- Planning.
- Operation.
- Response
- Recovery.
- Emergency response in schools

Emergency procedures.

- Alert management.
- Activation of the CEGR.
- Communication during emergencies.
- Procedures for to evacuate school facilities
- First response in post evacuation.
- Reunification of students with parents and guardians.
- Closing schools
- Procedures for emotional care

Emergency action protocols

- Flood protocol
- Protocol against fire outbreak
- Protocol against heavy rain or thunderstorms.
- Protocol against earthquakes
- Provide signaling using a school sketch
- Recommendations to protection and care for disabled persons during emergencies

#### 4.4.5 School Safety Plan

In some schools the committee was made up by entire teaching staff and the principal. Large ones had between 6 to 8 members, while others 2 - 3 and in some cases 1 or 2. In the latter, director and teachers involved parents or students from the older grades. Training was based on the school's risk management plan in coordination with COLRED. It is important to mention that school facilities were



chosen as temporary shelters due to their infrastructure conditions and because they were provided with basic equipment, prioritizing their needs.

There was effective coordination with the government system in training topics, for example: the basic meteorology course (taught by INSIVUMEH), the workshop on basic techniques for controlling forest fires (taught by SE-CONRED), the first aid workshop (taught by CRG, Guatemalan Red Cross) and reporting crop damage (support from MAGA).

#### 4.4.6 SE-CONRED

During evaluation, the following question was asked: **How was the opportunity to complement project actions with strategic actions implemented by SE-CONRED?** We confirmed with documents and by focus groups and interviews that an inter-institutional cooperation agreement was signed with CARE, which has been efficient in strengthening management for risk reduction and immediate attention to a disaster. Achievements have been: Technical advice from CONRED to CARE, IMGIRD and COLRED staff (training and facilitation of documents), accreditation of 60 COLRED in three areas of influence of the project and all processes related to cooperation and humanitarian aid.

A final assessment that will be presented in greater detail in the lessons learned section, is that the last part of the project's execution presented a different level of complexity in coordinating with government entities which, were unable to act or coordinate much because in a political transition period, waiting for the inauguration of municipal, departmental and national authorities elected in 2023.

#### 4.5 SUSTAINABILITY



The evaluation allowed us to verify compliance with results presented with **high sustainability**. The purpose of this criteria was to learn about the possibility of providing continuance or not to the benefits achieved by participants, after completion of activities subsidized.

In relation to the question: **What were the measures used to ensure that the positive effects of the intervention are sustainable over time?** The following table has been prepared with information on the sustainability of achievements and sustainability of changes.

**Table 11. Sustainability of achievements and changes**

Sustainability of achievements	Sustainability of changes
<b>COLRED level</b>	
<ul style="list-style-type: none"> <li>There are 10 COLRED per municipality and they have learned to communicate and coordinate with the mayors. This means that they continue working, a willingness expressed by participants in the focus groups, interviews, and field visits.</li> <li>There is also a fear among participants that, when the project leaves, some people will lose motivation, but they also expressed their</li> </ul>	<ul style="list-style-type: none"> <li>Search for funds to continue with activities developed by COLRED is an important challenge. The will to organize is expressed by the communities, however, the precariousness in which they operate jeopardizes perseverance in their training and meeting efforts.</li> <li>Based on the evaluation criteria, it can be stated that COLRED have a high level of sustainability</li> </ul>



<p>commitment to continue with their work after the project is completed.</p> <ul style="list-style-type: none"> <li>▪ Formal accreditation constitutes an important step in the recognition that state institutions give them, beyond the project. However, care must be taken to ensure the validity of this condition after two years of duration.</li> <li>▪ Selected leaders generally have a high level of representation and legitimacy in their communities, which was evident in the focus groups and field interviews. This guarantees the resilience of the communal organization process, which, although it may be because of the project's actions, it also represents a historical potential for indigenous rural communities that have a high level of organizational tradition to face daily problems.</li> <li>▪ Although women's participation in COLRED is at a lower percentage than men, female COLRED members have a high level of participation and empowerment. Women's leadership in 70% of COLRED was qualitatively stronger than that of men according to focus groups and interviews. There are COLRED that with only women members operating well and with greater achievements than some mixed gender one or those made up by most men. Women's concerns go beyond the GIRD processes. Some COLRED leaders from Joyabaj, San Bartolomé, Chiantla, Aguacatán, Sacapulas and Salamá have a very strong leadership presence that could contribute to a future sustainability process in GIRD.</li> <li>▪ A document review later corroborated in the field verified that COLRED members received training on the following topics:       <ol style="list-style-type: none"> <li>a) Operation of CONRED system,</li> <li>b) National legislation and international agreements related to GIRD.</li> <li>c) Structure and functionality of COMRED</li> <li>d) Preparing Municipal Response Plan, MRP.</li> <li>e) Training for specific decision-making functions.</li> <li>f) Information management, EDAN and coordination with other levels of the CONRED system.</li> <li>g) Shelter management, simulation, emergency drills, and evacuation</li> <li>h) Humanitarian aid.</li> <li>i) Simulation.</li> <li>j) Drills.</li> <li>k) Management and control of forest fires.</li> <li>l) First aid.</li> <li>m) Search and location.</li> <li>n) Basic hydro meteorology.</li> <li>o) Climate change.</li> </ol> </li> </ul>	<p>in the future. However, to foster a more systemic and permanent participation, support from the municipality and state must be available at the CONRED level to continue the strengthening process.</p> <ul style="list-style-type: none"> <li>▪ There is currently uncertainty because of change of governmental authorities in 4 of the 6 municipalities. COLRED members stated that they had municipal support but ignore what the new administration will do. Some COLRED have initiated approaches with elected authorities at the local level, but at the time of preparing this report the section on transition management had not been concluded, which is why it cannot be recorded in this report.</li> <li>▪ In the municipalities of Chiantla, Aguacatán, Joyabaj, San Bartolomé Jocotenango, the COLRED have been categorical stating that they will continue to participate regardless of the project and future municipal support. In the municipalities of Salamá and Sacapulas there is some doubt in this regard.</li> <li>▪ Notwithstanding the above tranquility prevails among COLRED because in the face of disasters, the elected or appointed authority at different government levels (national, departmental and municipal) is obliged to organize the communities in accordance with the legislation.</li> <li>▪ Since CARE's experience is pioneer in these processes it is likely that multiple actions to strengthen COLRED can be part of a future learning process in other projects that are about to begin in other geographical areas, at a level of exchange of experiences and formation of regional thematic community networks.</li> </ul>
<b>IMGIRD level</b>	



<ul style="list-style-type: none"> <li>▪ From the same IMGIRD created (3) and strengthened (3) the organization can be maintained and follow-up on replacing COLRED structures, managing funds for activities responding to disasters. In two of the municipalities (San Bartolome and Sacapulas) the entity became a Municipal Directorate, which guarantees sustainability in the future after the project closes, even with a budget plan approved at the level of both the incoming and outgoing municipal administration).</li> <li>▪ COLRED must continue to coordinate with municipalities to maintain communication and funding. This will help to seek new institutional support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ In San Bartolomé Jocotenango and Sacapulas, involvement of the municipal authorities in the project was intense, they are very empowered by the process, and the monitoring will undoubtedly be assumed by authorities and communities. The IMGIRD in this location has currently directorate level as well as a municipal budget to make it work and acquire financial sustainability over time. The process has been complex, but at the sustainability level it is one of the most solid. At intermediate sustainability, based on the systematization process prepared by CARE and reviewed for the purposes of this evaluation, that the municipalities of Joyabaj, Aguacatán and Chiantla have a similar condition, although in Joyabaj it is called the Risk Management and Environmental Unit.</li> <li>▪ In the case of Salamá, considered a separate case, these management units had a presence in the municipal organization chart and a budget before the project, under the name Territorial Management. (Please refer to project systematization).</li> <li>▪ Municipalities in which its IMGIRD development is lower it is because several of the spaces are in the process of completing their administrative paperwork to be formalized as Technical Units or having a Directorate level.</li> <li>▪ Since CONRED is a state agency whose Executive Secretary is appointed by the administration and comparing its institutional mandate with commitments from the newly elected president, a positive scenario could be envisioned at the level of sustainability for these processes since many new officials have expressed awareness towards these issues in documents.</li> <li>▪ Although this also depends on the performance of the newly appointed at the municipal level.</li> <li>▪ In the case of the municipality of Joyabaj, the IMGIRD presents a high level of uncertainty to monitor because both COLRED and IMGIRD officials do not have an active relationship with the elected authorities.</li> <li>▪ At the level of the other municipalities participating in the project, there is a relationship of mutual respect between COLRED, IMGIRD and elected officials, so the sustainability they acquire will depend on the efforts that both entities make during the first months of the new local government.</li> <li>▪ IMGIRD have a high level of legitimacy at the community level.</li> </ul>
<b>School Committee level</b>	



<ul style="list-style-type: none"> <li>▪ According to the evaluation criteria, the focus groups and interviews show that committees were prepared to address disasters in a systematic and orderly manner.</li> <li>▪ Teachers from some communities even invited parents from various grades to participate in training drills to empower them in the process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Many teachers from the communities where the project was evaluated are not residents, which suggests that, during emergency, some communities will not immediately have support of the School Committee. However, to remedy this problem, some teachers invited parents to attend training to empower residents in CRRM.</li> <li>▪ A legal-based sustainability factor is that schools are selected as possible shelters, which forces teachers to get involved immediately in the emergency committees and forces school authorities to participate in the process.</li> </ul>
<b>COMRED Level</b>	
<ul style="list-style-type: none"> <li>▪ It is one of the processes that COLRED, when active, would enrich with sustainability because at a legal level its strengthening is imminent. By mandate, they must be established in times of disaster based on the respective law. Dynamics of the trained COMRED members allows them to be more relevant in their debates.</li> <li>▪ The COMRED and IMGIRD stated receiving training on:                     <ol style="list-style-type: none"> <li>a) Comprehensive Disaster Risk Management course, virtually, on CONRED platform.</li> <li>b) Training for Trainers Course, TTC, technicians from other municipal agencies were integrated into this process.</li> <li>c) Workshop to prepare the AOP and draft the IMGIRD budget.</li> <li>d) Basic Incident Command System -SCI- course.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>▪ The approach of the tiered system in risk management as established by CONRED law has allowed COMRED to be an important link in the procedures carried out by COLRED members for their legitimation and institutional recognition, via accreditation and the authorization of badges and local Response Plans by CONRED I.</li> <li>▪ Each community has its respective plan, authorized by CONRED in accordance to established formats. This meticulous work was prepared by the project and is duly formalized, providing permanence to the process and a framework for future sustainability.</li> </ul>
<b>Technical Round Table Level</b>	
<ul style="list-style-type: none"> <li>▪ Installing Technical Round tables in all the municipalities allowed to start a process that, although it lacked a sustainability path initially, over time and taking advantage of its institutional level, it could very well justify that condition, if it continues to be strengthened. This strategy allowed the project to achieve its objectives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technical round tables have the advantage that, although their debate processes are not usually legally binding, they can be spaces in which issues of interest are deeply discussed. In this case citizens met to discuss and contribute to disaster risk management.</li> </ul>
<b>Community Promoters and Livelihoods Level</b>	
<ul style="list-style-type: none"> <li>▪ Delivery of agricultural supplies has been the project's most positive activity according to participants. It included vegetable seeds and soil improvement (vermicomposting). However, it lacked a systematic process to evaluate and determine the recruitment criteria for promoters, selection criteria by the community, and a detailed and systematic content of training implemented.</li> <li>▪ There was detailed access to specific technical assistance criteria from the livelihoods manager. The relationship between COLRED and community livelihood promoters in some communities is not very fraternal, which endangers the sustainability of the process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This has been an activity highly socially because of its relevance in participating communities. The case of the El Infiernito community is a good example in the activity carried out, they are productive processes monitored without the project.</li> <li>▪ In other communities such as La Laguna in Salamá, participating groups stated they have focused more on nutritional support than obtaining an income, giving an important level of "social sustainability" to the project. I.e.: assigning prioritized criteria to chicken egg production, they were allocated to families with undernourished children. This contravenes commercial criteria but demonstrates a better qualified action in terms of community</li> </ul>





<ul style="list-style-type: none"> <li>▪ The selection process for the promoters compared to the COLRED member selection process was different and less institutionalized.</li> <li>▪ Procedures proposed to promote training, the methodologies of <i>Learning by Doing</i> and <i>Farmer to farmer</i> were proposed, however, the documents show that neither was applied</li> <li>▪ Training for promoters included a technical approach to crop management that would help to monitor fertilization processes and other productive aspects. When asked about follow-up, most participants who benefited from the seeds and supplies stated that they were happy with the previous production cycle and had already consumed or sold their harvest. When asked what were their plans, responded indicating they would depend on a new delivery of seeds and supplies.</li> <li>▪ Of all productive processes supported, egg farming proved to have the best economic sustainability for participating groups.</li> </ul>	<p>cooperation and guarantees maintaining the project with contributions from participants.</p> <ul style="list-style-type: none"> <li>▪ The technological package used was intended to promote training and SAN improvement. However, upon verifying seed delivery, the package contained vegetables that the population scarcely uses to ensure SAN. (These were spinach, chard, lettuce, celery, cilantro, cabbage, güicoy, zucchini, radish, broccoli, onion and beets)</li> <li>▪ SAN analysis based on criteria of farming families and food sovereignty allows us to affirm, that 12 different species were delivered, of which 3 are predominantly used by urban Guatemalan families as a condiment for other meals. (Celery, onion and cilantro). 5 are generally considered appropriate by indigenous communities (radish, beets, cabbage, broccoli and güicoy), 4 are considered complementary foods in predominantly urban families and not consumed by rural families (spinach, lettuce, zucchini and chard).</li> <li>▪ Advanced SAN approaches point to the cultural relevance of food consumed; therefore, the activity presents a deficiency. If its objective was to obtain income, the logic would have been different.</li> <li>▪ The technician in charge explained that native seeds were not available. However, there are at least 6 native seed production networks in the country that supply them. The market for native vegetable seeds, mainly in the western region is precisely the area where the project was executed.</li> <li>▪ The project's strategy responded to an emergency, and the logistical issue of obtaining native seeds becomes complicated but precisely that is the challenge when ensuring sustainability versus achieving immediate budget execution could give qualitatively different results.</li> <li>▪ Providing of red wiggle worm breeding stock to produce vermicompost is a clear sustainability objective, which, if properly used by families, could generate greater production of their own crop fertilizers. Same applies with egg production with the goal of providing high-quality animal protein to families with malnourished children.</li> </ul>
<p><b>Maintenance of Renovated or Built infrastructure Level</b></p>	
<ul style="list-style-type: none"> <li>▪ The approach of improving community infrastructure to address disasters was achieved.</li> <li>▪ Precariousness and territorial location of the communities' residential areas makes it difficult</li> </ul>	<ul style="list-style-type: none"> <li>▪ The state's neglect of community social infrastructure means that there are few spaces in the communities considered "safe" suitable for shelter in case of emergency. However, community halls, schools, and some churches</li> </ul>



<p>to find places with an absolute certainty of secure conditions in terms of disaster threats.</p> <ul style="list-style-type: none"> <li>▪ Most of the infrastructure renovated and built was implemented combining project funds with monetary contributions from community, which somehow guarantees its maintenance. Derived from analysis of previous experiences and specialist studies, infrastructure that is completely “donated” by external entities, does not feel that it belongs to the and do not take care of them and sometimes they are even subject to theft by malicious people.</li> <li>▪ The monetary contribution made by the community, for example, to complete the number of zinc sheets on a school roof, represents a community asset,</li> </ul>	<p>can fulfill that function in the event of an emergency.</p> <ul style="list-style-type: none"> <li>▪ Sustainability of infrastructure depends on many factors. In the case of Guatemala, the state must pay attention to marginalized communities, because sustainability and improvement will depend on the processes carried out by both IMGIRD and COLRED before municipal authorities, as well as the latter’s coordination before government authorities.</li> </ul>
<p><b>At the level of cross-cutting gender, youth and disability issues</b> (read evaluation question: Has participation been promoted in decision-making by women and men in the processes to which the project has contributed?)</p>	

**In relation to the evaluation question, is there sufficient organizational capacity (municipal and local) to maintain the changes produced over time?**

This question was reviewed during the analysis of the systematization carried out by CARE in this regard, in focus group meetings and field interviews. Complementary to this, the process was also evaluated according to table 11 of this document. Based on this information, it was determined that local institutional processes perceive their sustainability in the following way:

- a) San Bartolomé Jocotenango and Sacapulas (high sustainability).
- b) Joyabaj, Chiantla, Aguacatán and Salamá (medium sustainability).

**With the evaluation question, has participation in decision-making by women and men been promoted as part of the processes to which the project has contributed?**

To evaluate this section of the project, a critical review of the following documentation was carried out.

- a) Gender analysis of each municipality.
- b) Gender action plan for each municipality.
- c) Review of annual reports for year 1 and year 2.
- d) Initial KAP report regarding gender and participation of women and men.
- e) Review participation of men and women in COLRED during field work.
- f) Focus group results from each municipality.
- g) Analysis of systematizations carried out by the project (5 documents).

A critical reading of the documentation and the field review made it possible submit this analysis related to project implementation, action plans, and gender strategies.

**Project formulation:** The project set out as general objective a greater empowerment and leadership of vulnerable communities, to provide an efficient, gender-sensitive emergency response, to natural disasters and health crises. And in its logical framework, it defined specific objectives consistent with this approach, as well as results, indicators, and goals throughout implementation.



During the evaluation, a quantitative and qualitative review of the project's commitments was carried out, assessing the level of application of the approach, methodology, and practices to promote gender equity and promote women's rights. The findings are as follows:

- a) In its formulation the project presents coherence proposing, from the general objective, a greater empowerment and leadership of vulnerable communities, to provide an efficient, gender-sensitive emergency response in a context of natural disasters and health crises. Upon reviewing methodological and implementation aspects, a problem faced from the outset was the mobility and restriction of social interaction restrictions caused by the COVID-19 pandemic, substantially affecting the first year of implementation.
- b) Although the project presents coherence of wording in its formulation, an observation that makes it difficult to measure better the application of the approach during implementation is that many specific instruments were developed to ensure efficiency, considering gender relations and inequalities after the project started, some of them a year later. This means that specific recommendations of such tools were implemented only in some communities or municipalities and in other cases they were not. For example: The initial KAP was completed in May 2022 (project started in the end of 2020). It would have been more useful if implemented during the beginning to compare start and end of the project adequately.

**Project execution and the efficiency of its tools to promote analysis, empowerment, awareness among men, gender action plans and inclusive governance processes:** A documentation review shows that gender analysis of all 6 municipalities were carried out during the first half of 2022 and completed in July 2022, a year since the start of the project. These documents are valuable instruments to collect contextual information and disaggregated statistics on gender issues at the national, departmental and municipal level, which, applied appropriately, are tools to obtain situational gender information in all 6 municipalities. An appropriate analysis methodology of field information obtained was also applied. The documents propose an adequate strategic guideline for Action without Harm, increasing the level of empowerment, raising awareness among men, inclusive governance, affirmative policies and actions, violence prevention, a differentiated economy and livelihoods, as well as specific emergency response protocols. These are generic strategies, however, when presenting recommendations for action plans, they are presented in a generic and repetitive manner in all 6 documents. Conclusions and recommendations for all 6 are the same, changing only the name of the municipality only in one case.

There is no evidence of differentiated municipal strategies according to the socio-economic and cultural contexts for each. For example: Chiantla, which has scarcely documented levels of violence against women compared to other municipalities. This context was not explored to recommend specific corrective actions to improve these indicators.

For Joyabaj and Aguacatán, in which high levels of violence against women are documented, it does not present actions to guide project implementers to design and promote activities to address these problems, taking advantage of the opportunity provided by specific capacity improvement actions. In short, the opportunity generated by gender analysis and gender action plans to reorient some paradigmatic actions was wasted.

Since the start of the project, there was no evidence that the work team had strong capacity building to apply tools to implement affirmative actions and reduce gender inequality in indigenous communities. These reflections can be applied for future disaster and risk management actions. Strong awareness campaigns were recommended, but their implementation was not evident during the evaluation, partly due to the lack of time to carry them out.



**Limitations for women's participation in processes:** Conducting focus groups, field visits and interviews, as well as document review, allowed us to identify women's limitations for their effective participation in COLRED.

The document prepared by CARE on the Participation of women and youth in COLRED, dated October 2023, mentions that: "... *women believe that household chores demand time and effort, house cleaning, caring for the children, preparing food for the family nucleus, that is, all the domestic work for the family and then continuing the day with community work is exhausting*", but at the same time during the systematization, and this evaluation team confirms it, women, in their own words, consider this a moment of emancipation from a patriarchal system that condemns them to always being in the background.

They also identified other factors that limit their capabilities for efficient participation, among them: "... *forceful tasks that require the participation of men; lack of equipment for each member of the COLRED. Their greatest limitation for good participation is time, especially for women who are heads of family. This is what the COLRED women members think.*"

There are several COLRED with only women members, such as in Joyabaj. The men, upon receiving project information, were not interested in participating. In another community they clarified that women oversaw COLRED and the men of the COCODE. In a third community of the same municipality, the demand for gender equality was explicit during their participation, according to one of the COLRED members.

When the systematization addresses a COLRED with only male members, the scenario changes because they express equality between both genders, that women can do the same things as men and vice versa when it comes to disaster response.

During the field evaluation carried out with COLRED of San Bartolomé Jocotenango and in Salamá, male participants recognized women's roles and several stated that the vision of men and women to address situations must be "complementary."

Another important finding of the systematization is that "*Despite the previous assertion, they identify that there are limitations for an active participation of women in COLRED, since they have young children,*" denoting those men do not participate in children's upbringing and it is a task delegated to women, allowing men to have time and participate in community activities.

By identifying that they have the same possibilities of participation as men, they also indicate that there is another condition that arises when leader elections are held in community assemblies, these could be men or women, to represent the community. During a male focus group held in El Zarál Village they stated that "*everyone has opportunities, but during the communal assembly, no woman was proposed, that is why there are no women in our COLRED.*"

The mixed gender COLRED, according to the systematization states "*there is no limitation for the participation of men and women in COLRED, and communities encourage the integration of mixed groups that exercise leadership in the communities.*" In two communities they indicated that one of the limitations they have managed to identify is the language barrier, since women are the ones with the highest rates of illiteracy and do not understand technical words very well. On the other hand, they also indicated that "*it must be recognized that there are men who do not like their wives to get involved in community activities, much less in decision-making, which is why those who participate have the support of their husbands.*"



**Differentiated protocols for emergency care in terms of gender:** During the focus groups and field evaluation, participating women stated that they have received training for differentiated care for women during emergencies. They gave examples of health cases or providing aid to families when living in shelters.

## V. BEST PRACTICES AND LESSONS LEARNED

### 5.1 Best practices.

The project has generated a considerable number of good practices, pioneers in emergency response during disasters in the country and could be a good replication factor for projects in other geographical areas or for an exchange of experiences with other cooperation organization dedicated to disaster during emergencies response

CARE could submit these practices to the International Organizations forum for a more gradual generation of capacities at the cooperation level as a good follow-up element. Below are some best practices identified by the evaluation team:

- a) The systematization of experiences is fundamental contribution to Comprehensive Disaster Risk Management work. The project produced several, including:
  - Participation of women and young people in COLRED.
  - Systematization of organizational and functional models to institutionalize GIRD in municipal structures by creation Municipal Instances for Comprehensive Disaster Risk Reduction Management, IMGIRD.
  - Response to Disasters by the Tiered System at the local and municipal levels and contribution of IMGIRD in the areas of influence of the project.
  - IDEATÓN and CITEC Camp 2022. It systematized an exercise of technological generation and innovation and generation of easily accessible technology tools for disaster emergency response. (Although in its initial stage it has potential for a great future.)
- b) Articulated work with state agencies complied to emergency response such as the CONRED system, and local offices -national to local- is a good practice to improve and systematize, since local COLRED action is recognized by the governing body and generates a strong institutionality. An autonomous execution of the project, but functionally articulated with the State entities, is the appropriate formula for a successful execution. This is a good project practice, which could be systematized, since it had a very specific product - the officialization of COLRED, its accreditation and validation and authorization of Local Response Plans.
- c) **Prioritizing participants for emergency actions** and emergency funds been a good practice which allows to combat clientelism at the community level.
- d) Current development of COLRED, IMGIRD and COMRED in the municipalities of San Bartolomé Jocotenango, Joyabaj, Chiantla and Salamá, have great potential to be replicated in a possible **process of learning and experience exchange**.
- e) A timely application of **tools promoting equity in participation of men and women in entities promoted by the project** is a good practice that can be implemented with more time.



- f) **The project approach that combines an execution strategy carried out by specialized personnel hired for that purpose, added hiring specialists as consultants is a best practice that can be implemented in new cooperation processes.** It allows a project to meet ambitious goals in terms of population and geography, without increasing the number of full-time personnel. (Success of this strategy depends on the level of demand and quality while hiring both modalities).
- g) **Co-financing of infrastructure actions.** Promoting funding activities of infrastructure renovation and repairs be assumed by the project and by the community generates a best practice and avoids politicizing the works, promotes the valuation and care of the infrastructure, giving ownership of the process and optimization of financial resources.
- h) **Combining emergency activity with livelihood promotion.** This constitutes a good practice and, although the project had its particularities because livelihood promotion is not strictly an "emergency" and has more links with development, if properly managed it allows community cohesion and serves as an economic palliative to families facing the emergency. The potential of this activity can be improved with the implementation of proposals, approaches and practices of green agriculture and food sovereignty.
- i) **Combining strengthening of COLRED and IMGIRD capacities with the provision of specific support with equipment is a good practice that allows for a non-perverse incentive for direct participants.**  
It allows to eliminate the very common perception that all projects dedicated to emergency response consist of gifts, quantities of equipment, food, or other supplies. The project had a successful strategy by focusing on capacity building, but also taking advantage of a part of the budget to provide participating entities with some basic equipment to operate.

## 5.2 Lessons Learned

- a) The impact of the COVID-19 pandemic caused limitations in project implementation, delaying some field work, and readjustment in others. It is interesting to highlight the adaptability of the project's management team, which aligned all its activities as proposed in its work plan. In terms of these risks, a lesson learned is that, when making a projection, design activities that can be easily adapted to the conditions that the context warrants.
- b) The project had its final phase at a very delicate moment during the national electoral process, which had an impact on the organizational development of COLRED, IMGIRD and COMRED since local political culture is highly permeated by clientelism and corruption. Several COLRED successfully withstood pressure exerted by political-electoral actors demonstrating their independence. However, it currently generates a dynamic of uncertainty before the new local authorities. It is the perception of the evaluation team that CARE's senior management should have dedicated a reasonable amount of time to explain the process to incoming authorities, or participating candidates, to receive support from the newly elected administration.
- c) All 6 municipalities have positioned themselves -at the municipal and departmental level- in disaster preparedness, with support from CARE, SE-CONRED, and other entities supporting this process. With the project they have a better perspective of the common risks faced by



communities, are better prepared to respond to an incident and COLRED also facilitates communication and organization.

For indigenous participants all the technical language related to Disaster Risk Management is new but understanding it after training is attractive because many of the actions that communities carry out for daily survival and the resilience built over centuries is reflected GIRD concepts. Therefore, it's important that strengthening of capacities continues a cultural and local relevance criterion and with respect for traditional and ancestral knowledge. In the municipalities where this educational, learning and training process was implemented in this manner, results have been more satisfactory than in places where there was a high level of staff turnover.

d) The generation of specific tools for more efficient execution to achieve results disaggregated by gender and youth, as well as for people with disabilities, must be developed from the early stages of the project to avoid setbacks in its implementation. The example of the initial KAP, the Gender Analysis by municipality, and gender action plans clear in this regard.

## VI. CONCLUSIONS

a) According to the evaluation, the **Disaster Ready Communities in Vulnerable Rural Areas of Guatemala - MACP Project** was executed with a very high level of relevance, very high impact, very high effectiveness/efficacy, high efficiency and sustainability, attaining both its general objective and its specific objectives through achieving results and execution of its activities. The evaluation criterion is satisfactory. CARE's strategic approach has been relevant because its three working areas are territories with a high rate of risks or disasters.

b) Some indicators included in the document were modified in their quantitative level because of aspects unrelated to the dynamics of the project, such as impact caused by the Covid 19 pandemic. Some actions were rearranged to continue its successful execution.

c) The COVID-19 pandemic had a very strong impact on the first year of the project, hampering several planned activities from year 1, therefore these were carried over to year 2. The project team adapted the execution plan ensuring actions be completed as initially approved.

d) During the COVID-19 pandemic, a standard response protocol for health emergencies was created, as a basis for any health emergency.

e) IMGIRD were strengthened where they existed, IMGIRD were created where they did not exist. COLRED were organized, trained, accredited, and will be locally sustainable if the municipalities have a municipal risk management body (IMGIRD).

f) Livelihoods (agricultural, livestock and forestry) were implemented during year 2 of the project, complementing training with a production incentive in the communities.

g) With local implementing partners there was good communication, support and representation of CARE. There were monthly meetings to evaluate good practices and lessons learned. Termination of the TECHO organization contract somewhat penalized quality of the execution in some areas related to a timely generation of local maps.

h) The livelihood plans executed in each COLRED were related to SAN by quantifying losses caused by natural disasters in all 60 communities. As a strategy they worked with gender as a crosscutting issue as well as the SENDAI action framework (knowledge and risk governance).



However, application of several gender measures remained unimplemented partly because some guidance tools for its implementation were prepared when the project was at an advanced stage.

i) In relation to preparedness and response to natural disasters, the project is framed within CONRED public policies and international frameworks of the SENDAI strategy.

j) The IMGIRD models were systematized apart from the initial and final KAP.

k) Gender analyses and action plans were carried out after the project had started and since the team members lacked high gender sensitivity training there was a lack of appropriation by the implementing staff of the local language, discourse, and practices would have facilitated the application such tools in field actions.

Bender analyses and gender action plans were of little guidance for operative actions in each municipality generating instead “generalist” actions when the main node for a relevant gender implementation in indigenous communities must be scrutinized adequately and, on a case, -by-case basis, taking advantage of actions and opportunities that are valid for other project activities and all those aspects were wasted.

It is evident that senior and middle management of the project should have played a more proactive role in this implementation, because it is precisely in the operational part of the project that difficulties arise when confronting gender violence, inequality in women's participation, do no harm actions and other related aspects.

l) small investments were made in infrastructure improvement for 33 communities, to shelter people in accordance to threats in each territory and conditioned to carry out a shelter process in a successful co-financing strategy to which the community was empowered.

m) At the level of community participation, the project was highly successful, because its strength was “capacity strengthening.” In highly marginalized communities with very strong immediate needs, these long-term processes, which are basically generated to improve the organizational, management, and response capacity during emergencies, are sometimes not well valued by community members because they require a high investment of time, preparation, and setting aside urgent family activities. However, beneficiaries accepted the challenge, got involved and generated their specific organizational process, which now has official recognition from the state at the CONRED level. It also has the basic capabilities to address emergencies, is empowered and able to continue the process, even if the project leaves the site. Combining the COLRED tiered level to SE-CONRED plans was successful, and through a complex accompaniment that required investing many capabilities and human resources, achieved the required articulation.





## VII. RECOMMENDATIONS

The evaluation team presents its recommendations below, disaggregated by actor and entities generated by the project, related to the conclusions reached after completing the assessment.

ITEM	RECOMMENDATION
<p><b>Recommendations for CARE in terms of closure and responsible removal from the work area.</b></p>	<p>If CARE's decision is to withdraw from the area, it is recommended to invest at least one month of work by its senior management, to hold a “transition day” to induct newly elected municipal authorities on detailed aspects of the project and “political” support for COLRED, IMGIRD and COMRED, to ensure that processes do not fall through because of current political disagreements, locally and nationally. This is suggested for municipalities where political changes occurred.</p>
<p><b>Recommendations to CARE on efficient use its systematizations.</b></p>	<p>Systematizations are useful work tools to implement new proposals in other geographical areas, providing elements to set up a “GIRD Community School” and share the ones related to GIRD staggering, its consolidation process, strengthening IMGIRD and COMRED training and organization an exchange of experiences.</p>
<p><b>Recommendation to CARE on implementing gender practices in development interventions.</b></p>	<p>There are local action plans and gender analysis that can be adapted to other geographical areas. However, a fundamental recommendation is that full-time work teams receive induction, theoretical and practical training to implement GIRD capacity building with a gender focus in indigenous communities prior to implementing field actions. This is how can be incorporated into monthly operating plans, made visible, and have a budget</p>
<p><b>COLRED</b></p>	<p>Implement a strategy with the most developed COLRED to plan new processes with an exchange of experiences, dedicating at least a semester to support its design.</p> <p>Raise awareness among the new municipal authorities to support COLRED’s legal and documentation processes.</p> <p>Prepared defined road map to solve rotation or desertion cases in COLRED due to migration or other problems to ensuring sustainability in the community.</p>



	Community power as a service is the vision of the Maya-Kiche community which can be example for solid training in community service. (Kashcol)
<b>IMGIRD</b>	Disseminate the IMGIRD strengthening strategy with government and cooperation agencies to promote its implementation in other areas of the country and thus, expand the scale of the action.

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## IX. ANNEXES

ANNEX 1: Final Evaluation Methodology.

ANNEX 2: Final Data Collecting Tools

ANNEX 3: Attendance Lists: Interviews and Focal Groups

ANNEX 4: Photographs

ANNEX 5: Most Relevant Findings PPT Presentation



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