


**United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)**

<b>Project Title:</b> Peace, Opportunities, and Dialogue: Women Engaged for Results (PODER)	<b>Recipient Organization(s):</b> Mercy Corps	
<b>Project Contact:</b> Sarah Halfman, Senior Program Officer Address: 45 SW Ankeny Street, Portland, OR 97204, USA Telephone: 503.896.5000 E-mail: shalfman@mercycorps.org	<b>Implementing Partner(s) – name</b> La Fundación para el Desarrollo y Educación de la Mujer Indígena (FUNDEMI TALITA KUMI), Red Centro Americana de Mujeres Rurales Indígenas y Campesinas (REDMURIC) and Asociación Política de Mujeres Mayas (MOLOJ)	<b>Project Location:</b> Guatemala
	<b>Total Project Cost:</b> \$1,000,000 USD <b>Peacebuilding Fund:</b> \$1,000,000 USD <b>Other:</b>  <b>Proposed Project Start Date:</b> December 1, 2016 <b>Proposed Project End Date:</b> May 31, 2018 <b>Total duration (in months)<sup>1</sup>:</b> 18 months	
<b>Gender Marker Score<sup>2</sup>:</b> <u>3</u> <i>Score 3 for projects that have gender equality as a principal objective.</i> <i>Score 2 for projects that have gender equality as a significant objective.</i> <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i>		
<b>Project Outcomes:</b> PODER embraces the complexities of Guatemala to strengthen local capacities, leverage UN investments, and use evidence-based approaches to achieve two key outcomes: 1) Decision-making in SISCODE addresses inequality and political exclusion		

<sup>1</sup> The maximum duration of an IRF project is 18 months.

<sup>2</sup> PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

through enhanced participation of indigenous women, and 2) Community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion and gender equity.

**PBF Focus Areas<sup>3</sup>** which best summarizes the focus of the project (*select one*): (2.2) Democratic Governance.

## IRF PROJECT DOCUMENT

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<sup>3</sup> PBF Focus Areas are:

*1: Support the implementation of peace agreements and political dialogue (Priority Area 1):*

(1.1) SSR; (1.2) RoL; (1.3) DDR; (1.4) Political Dialogue;

*2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):*

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

*3: Revitalise the economy and generate immediate peace dividends (Priority Area 3);*

(3.1) Employment; (3.2) Equitable access to social services

*4) (Re)-establish essential administrative services (Priority Area 4)*

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/ PBF Secretariats)

<i>(for IRF-funded projects)</i>	
<b>Recipient Organization</b> <i>Name of Representative</i> Neal Keny-Guyer, Chief Executive Officer (CEO) <i>Signature</i>  <i>Name of Agency</i> Mercy Corps <i>Date &amp; Seal</i> September 8, 2016	<b>Representative of National Authorities</b> <i>Name of Government Counterpart</i>  <i>Signature</i>  <i>Title</i> SEPREM <i>Date &amp; Seal</i>
<b>Peacebuilding Support Office (PBSO)</b> <i>Name of Representative</i> <i>Signature</i> Peacebuilding Support Office, NY <i>Date &amp; Seal</i>  6 Oct 2016	<b>Resident Coordinator (RC)</b>  <i>Name of Representative</i>  <i>Signature</i>  RCO, <i>Date &amp; Seal</i>
<b>Managing Agent</b> <i>Name of Representative</i> <i>Signature</i> UNOPS, NY <i>Date &amp; Seal</i>	

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Length: Max. 15 pages

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## PROJECT COMPONENTS:

### I. Peacebuilding Context and Rationale for PBF support

#### a) Peacebuilding context:

**General Context:** Guatemala experienced more than 36 years of internal conflict before the "Accords for a Firm and Lasting Peace" were signed in 1996. Indigenous Mayans were the primary victims of the conflict; 83% of the 200,000 people who were killed or "disappeared" were indigenous. More than a million Mayan civilians fled to other regions within Guatemala or left the country.

The 1996 Accords aimed to address root causes of the conflict — exclusion, lack of political representation, poverty, and social injustice — by outlining commitments on human and indigenous rights, socio-economic reforms, and the restoration of democracy. The contributions of indigenous women in the shaping of the Accords led to the creation of the National Women's Forum and the Office for the Defense of Indigenous Women (DEMI). The Accords also called for eliminating all forms of discrimination against indigenous women in their access to land, housing, and credit, and their participation in development. The agreement on the rights of indigenous peoples — now 60% of the population — included a section on indigenous women's vulnerabilities (e.g., gender and ethnic discrimination, poverty, sexual violence) and rights. Unfortunately, though, the promise the accords generated for improvements in the lives of indigenous women has not materialized.

**The plight of indigenous women:** Seventy percent of Guatemalans who live in extreme poverty are indigenous families located in rural areas and suffering from low levels of employment, land ownership, access to education, and health services. Approximately 80% of indigenous communities lack connection to sewage systems; 65% do not have access to water systems; and a majority live without electricity. Exacerbating these structural inequalities are frequent labor exploitations in agriculture, and culturally and ethnically insensitive education and health services.

Domestic and gender violence, gang violence, drug trafficking, and overall lack of security in social spaces are daily realities for many Guatemalans, particularly indigenous women. According to U.N. Women, at least two women are killed violently in Guatemala every day. Guatemala has the third highest femicide rate in the region. Women and girls subjected to violence rarely seek justice against their perpetrators due to judicial corruption and fear of retaliation. Fearful of becoming targets of violence, women become isolated at home, where they are at great risk for domestic violence.

**Inadequate participation of indigenous women in governance:** Though the accords represented a promising gendered approach to peacebuilding, implementation by post-conflict governments has been highly ineffective. The 2015 Inter-American Commission on Human Rights' assessment in Guatemala found that the government has yet to make significant gains to address discrimination against indigenous women and advance equitable rights. In rural areas of Guatemala and particularly in Alta Verapaz, male control over household resources, high levels of inequality, lack of access to economic opportunities, and the predominantly *machista* culture limit opportunities for indigenous women to participate in community decision-making processes. Indigenous women are systematically prevented from enjoying legal rights and taking part in political participation due to patriarchal customs and attitudes. Less than 3% of mayors are women, as female candidates for elected office are less likely to possess the information, contacts, and resources to be recognized as leaders.

**Positive trends for indigenous women's role in governance:** While indigenous women's engagement in political participation has been limited, civil society organizations such as the National Union of Guatemalan Women are working to ensure community and municipal decision-making bodies take into account the perspectives of indigenous women. For example, the Political Movement of Mayan Women brings together indigenous women leaders and political parties to advocate for women's rights and enhance young women's participation in governance. The National System of Development Councils (SISCODE), created in 2002, aims to increase inclusion of indigenous and non-indigenous populations in development and investment nationally and at four sub-national levels: regional (COREDE), departmental (CODEDE), municipal (COMUDE), and community (COCODE). Despite SISCODE's mandate, participation of indigenous women is still hindered by discrimination, social customs, and a lack of formal education, literacy, leadership skills, and trust in their capabilities. Further efforts are needed to address the root causes of gender discrimination, advance the inclusion of indigenous women in public dialogue, and fulfill the obligations of the Peace Accords to provide a more just, secure, and equitable society for all Guatemalans.

**Current peacebuilding strategies and gaps:** The International Commission against Impunity in Guatemala (CICIG) was created by the UN 2006 to promote institutional and policy reforms with a focus on justice and security. The National Accord for the Advancement of Security and Justice (NAASJ) has improved coordination between state agencies working on security, police reform, and administration of justice. In 2010, the United Nations Secretary-General declared the Republic of Guatemala eligible to receive funding from the United Nations Peacebuilding Fund. In 2011, Secretary-General Ban Ki-moon announced a contribution from the United Nations Peacebuilding Fund to support efforts to entrench the respect of human rights and strengthen the security and justice systems in Guatemala. UN PBF has supported projects on assisting women survivors of conflict-related sexual violence and strengthening the capacity of government institutions to ensure safety and promote a culture of peace. Local civil society organizations, INGOs and donor agencies are working on addressing peacebuilding gaps, with a particular focus on integration of indigenous peoples in political, economic and social spaces. Organizations such as DEMI and SEPREM, The Presidential Secretariat for Women, are increasing social and political participation of women at the local level with municipalities. Despite these efforts, as stated in the Peacebuilding context above, indigenous women's participation in governance is severely absent with a lack of implementation and monitoring of existing gender policies. Additional concerted efforts to challenge traditional gender norms to promote peace and social cohesion are required to address the root causes of conflict and promote gender equity in Guatemala.

**b) Rationale for this IRF:**

**Why this investment in Guatemala is essential now:** Guatemala's systemic struggle against organized crime, corruption, and ongoing discrimination against indigenous peoples is the quintessential example of a nation attempting to institute peace without rebuilding sustainable social, political, and economic institutions, leaving it highly susceptible to ongoing and future violence. The new administration has ushered in modest positive trends, but scarce efforts to engage the most vulnerable contribute to social and institutional uncertainty. As a point of origin for millions of migrants, Guatemala faces a critical moment when weak community and citizen engagement could fuel more crime and violence, OR strengthening institutions and inclusivity could generate positive momentum for a safer country.

**Why engaging women will generate catalytic impact:** Indigenous women are uniquely positioned to lead the movement for a more peaceful, equitable society in Guatemala by promoting stronger inter-communal relations and combating gender bias and discrimination. During the armed conflict, indigenous women created organizations to mobilize against military repression. They shaped the peace accords to address exclusion and promoted positive change. They consistently advocated to eliminate impunity and human rights violations. Although their efforts have not translated into meaningful implementation of the Accords, they are well-positioned to leverage their experience to effect enduring social change.

SISCODE provides a platform for indigenous women in Guatemala to increase their participation in public administration by channeling their voice to develop policies and budgets, and thereby challenge deeply entrenched, gendered ideologies that justify the exclusion and subordination of women. Despite the aforementioned barriers, indigenous women contribute to COCODES their knowledge of midwifery and Mayan spiritual practices, traditions, and language. They also possess a deep understanding of the needs of their communities and families, and can foster social cohesion and address vulnerabilities and sources of conflict by participating in public dialogue. The consortium's experience in the region has shown that to catalyze efforts, indigenous women need to enhance their knowledge and capacity to assert their rights in their households and communities, advocate for policy change, engage in public dialogue, and demonstrate leadership.

*Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of Security Council resolution 1325*, a major report commissioned by the UN Secretary-General, and *Why Women? Inclusive Security and Peaceful Societies*, a study commissioned by Inclusive Security, provide evidence that women's economic empowerment and political and social participation contribute to a more robust peace for all. Greater participation by women in peace processes correlates with successful rebuilding of institutions, whereas restrictions on women's civil liberties tend to correlate with less stable political environments.<sup>4</sup> One reason is that women see signs of impending violence that male leaders overlook.<sup>5</sup> Therefore they contribute to better decisions in governance bodies about how to allocate resources to prevent violence. In fact, studies show that organizations with gender diversity experience superior performance.<sup>6</sup> In Guatemala although such platforms to engage in governance exist for indigenous women, they are rarely empowered to access and contribute to decision-making.

The Peace Accords feature substantial commitments to advance indigenous women's rights in Guatemala because those rights translate into peaceful outcomes. Indigenous women are particularly vulnerable, given that they face discrimination both as women and indigenous people. They also tend to experience intense poverty and exploitation. The Accords present an integrated platform for the promotion of development and democracy in a multiethnic, pluricultural and multilingual state as the basis for achieving equality and rule of law. Greater participation by indigenous women in SISCODE would support decisions by those bodies that better address underlying grievances of their constituents.

**Why is PBF the right mechanism:** The UN Secretary General's 2010 report on women's participation in peacebuilding presented a comprehensive 7-point Action Plan that covers a

<sup>4</sup> Gender and Fragility: Ensuring a Golden Hour, Fragility Study Group, November 2016. <http://www.usip.org/sites/default/files/Fragility-Report-Policy-Brief-Gender-and-Fragility-Ensuring-a-Golden-Hour.pdf>

<sup>5</sup> US Department of State Implementation Plan of the National Action Plan on Women, Peace, and Security, August 2012

<sup>6</sup> <http://www.catalyst.org/media/companies-more-women-board-directors-experience-higher-financial-performance-according-latest>

range of peacebuilding issues for which gender responsiveness is particularly crucial, including conflict prevention and civil society capacity. PODER will address the gap in women's participation in peacebuilding and governance by building on the Peace Accords commitments, the PBSO/PBF Priority Plan (Area 2), Guatemala PBSO/PBF Priority Area 2 (activities undertaken to build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peacebuilding activities) outcome 5 (national reconciliation processes focused on promotion of peace and a culture of inclusive peaceful coexistence, as well as on resolution of conflicts, are strengthened and the most urgent human rights legacies of the conflict addressed, including responsible media) and 7 (Exercising of fundamental human rights by general public improved to redress enduring practices of political and economic exclusion), Commitment 5 of the Secretary-General Seven-Point Action Plan, and the UN project "Acelerando el progreso del empoderamiento económico de las mujeres."

## II. Objectives of PBF support and proposed implementation

### a) Project outcomes, theory of change, activities, targets and sequencing:

**Outcome Statements:** PODER strengthens local capacities, leverages UN investments, and uses evidence-based approaches to achieve two key outcomes: 1) Decision-making in SISCODE addresses inequality and political exclusion through enhanced participation of indigenous women, and 2) Gender inequality is combatted and community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion.

**Theory of Change:** PODER is based on the following theory of change: *If indigenous women's active role in local governance is increased, then there will be greater social cohesion and peace in Alta Verapaz because indigenous women, as a result of their social structural position, are best placed to discern, analyze, and act on discrimination and exclusion and thereby ensure that the full intent of the Accords are met.*

#### Expected content of the support:

##### *Approach, Sequencing, and Geographic Focus:*

The PODER approach is based on two key principles: 1. By changing *attitudes* about the role of indigenous women<sup>7</sup> among *more people*, we will lay the groundwork for their increased participation in development decision-making. 2. Applying best practices by connecting communities to institutions through *key people*<sup>8</sup> (e.g., leaders of SISCODE and The Presidential Secretariat for Women, SEPREM) we will strengthen the networks of indigenous women and support them in advocating for implementation of the Peace Accords' gender equity policy. This approach echoes the commitment made in the Peace Accords emphasizing local autonomy, agency, and participation — indigenous women will identify their own development priorities and craft unique advocacy strategies.

Mercy Corps will work to achieve the aforementioned outcomes in 17 municipalities of Alta Verapaz in collaboration with Fundación para el Desarrollo y Educación de la Mujer Indígena (FUNDEMI TALITA KUMI), Red Centro Americana de Mujeres Rurales Indígenas y Campesinas (REDMURIC), and the Asociación Política de Mujeres Mayas (MOLOJ). Leveraging our consortium's strong relationships, all three organizations will implement activities in the districts where they have the strongest presence and greatest credibility. Mercy Corps and MOLOJ will lead activities under Outcome 1. FUNDEMI and

<sup>7</sup> Reflecting on Peace Practice matrix. CDA. *Reflecting on Peace Practice Handbook*. 2004.

<sup>8</sup> Anderson, Mary & Lara Olson. *Confronting War*. 2003.

REDMURIC will implement all activities under Outcome 2. Mercy Corps will work in all 17 municipalities. FUNDEMI will work in three municipal clusters: Carcha, Bartolome de las Casas, and Sanahú. REDMURIC will work in the Coban municipal cluster (capital of the Alta Verapaz department). MOLOJ will conduct research on the implementation of policy related to women's empowerment in the Alta Verapaz Department and lead trainings for municipal networks on social issues including human rights, gender-based violence, and gender equitable public policies.

Mercy Corps will also work with SEPREM, the government advisory body and coordinator of public policies, to advocate for greater participation of indigenous women in decision-making, contributing directly to strengthening the Peace Accords commitments and thereby addressing structural inequalities that marginalize indigenous women at all levels of Guatemalan society. Through the existing SISCODE development councils and Women's Municipal Offices (WMO), Mercy Corps will enhance the capacity of indigenous women to ensure representational and legitimate decision-making processes address indigenous needs. PODER will promote the Department Women's Commission formed by civil society and government institutions to integrate a Departmental Gender Policy to ensure indigenous women are participating at all levels of SISCODE.

#### *Application of Lessons from Mercy Corps Programs*

PODER draws on Mercy Corps' successful programming globally to apply three best practices:

#### Connect community-level peacebuilding to higher-level engagement

Grassroots initiatives must be linked to political action to promote systemic change for sustainable peace. For instance, the Iraqi Center for Negotiation Skills and Conflict Management, an Iraqi NGO that emerged from Mercy Corps' Governance Promotion through Conflict Management in Iraq, successfully coordinated its reconciliation work locally and nationally. PODER will similarly link indigenous women's leadership roles at the community level with municipal and departmental-level advocacy and influence at all levels of SISCODE through a roadmap that clearly lays out sustainable plans to improve gender integration at all levels of governance. Mercy Corps and partners will also support the Women's Departmental Commission in the design of a Departmental Gender Policy that promotes women's participation in line with SEPREM's National Policy for Promotion and Integral Development of Women 2008-23 (PNPDIM) – See Annex I National Development Policy SISCODE Structure. Mercy Corps was the first organization in Guatemala to include women in land conflict mediations and signing off on agreements, thus empowering women and elevating their status in the process. We will build on that legacy in this program.

Integrating gender: Women, men, boys, and girls affect and are affected by conflict in different ways. Reducing crime, violence, and gender-based violence requires careful integration and approaches based on analysis of intra-household dynamics and how gender dictates roles, access, and power. Approaches will build women's empowerment while simultaneously engaging and educating men and women to bring changes in gender roles and norms that lead to more equitable relationships and reduce violence, thereby contributing to peacebuilding and social cohesion. PODER will tackle three interrelated building blocks of women's and adolescent girls' empowerment: 1) social capital; 2) negotiating power and decision-making; and 3) status and leadership.

Address concrete problems and highlight successes: This program will help indigenous women leaders work to cultivate relationships and solve problems to generate concrete,

positive impact on their communities. Training alone does not work; however, Mercy Corps has found that intensive coaching in the direct application of skills to concrete problems is highly effective. For example, when Mercy Corps provided small grant funding to women in Tukurú, Alta Verapaz to initiate livelihoods projects, providing them with a tangible opportunity to improve their lives, men also supported the effort because it helped the family. We also widely publicize successes. In an environment where too many people focus on what is not working, we have found that highlighting “bright spots” of effective leadership is a powerful way to promote inclusivity and change norms by demonstrating that indigenous women are not only capable of effecting change, but also their participation is critical for community cohesion.

*Activities and targets:*

**Outcome 1. Decision-making in SISCODE addresses root causes of conflict through enhanced participation of indigenous women**

Under Outcome 1, PODER will enhance the capacity of indigenous women and structures at the departmental and municipal levels so that indigenous women are well-positioned to make decisions in SISCODE about how to address inequality and discrimination.

**Output 1.1 Percent of indigenous women who believe they have the knowledge and resources to participate in SISCODE’s decision-making spaces**

**Activities 1.1.1 Strengthen capacities of the 17 Women’s Municipal Offices (WMO) in Alta Verapaz to promote open spaces for women.** Target: 1 Strengthened departmental network, which consists of the 17 WMO. Mercy Corps will strengthen WMO organizational, technical and administrative processes, i.e. monitoring and evaluation, project management, budgeting, etc. through the creation of strategic and operational plans to monitor participation of indigenous women in decision-making spaces.

**Activities 1.1.2 Support the Women’s Departmental Commission in developing a Departmental Gender Policy that promotes women’s participation in the first and second level of COCODES and COMUDES** Target: 1 Departmental policy. Through mentorship of the WDC, PODER will support the development for a departmental policy on gender integration through the SISCODE system. This policy is intended to be mandatory and approved to be implemented in the 17 municipalities of Alta Verapaz.

**Activities 1.1.3 Support implementation of a municipal monitoring system to track participation of women in the COCODES and % of budget allocated to women projects.** Target: 80% of WMO. A monitoring system will be implemented or updated in the municipalities, in coordination with the municipal offices, to track women’s participation in COCODEs and budget allocation for women's projects. These reports will be made available to key stakeholders such as SEPREM and DEMI.

**Activities 1.1.4 Train 250 women participating in Women Municipal Commissions in conflict analysis, gendered development policy, budgeting, gender equity and equality, violence prevention, exercise of rights, advocacy, mediation, and collaborative decision-making.** Target: 250 women. Women Municipal Commissions are represented by women leaders from micro regions, formed through 15-20 communities that come together to select 1 representative. These women should be participating in the COMUDES; however current gaps in fulfilling their role need to be addressed. Increasing their knowledge in the

aforementioned topics will allow women to more effectively advocate and participate in decision-making in the COMUDES.

**Activities 1.1.5 Strengthen the capacity of civil society organizations and municipal networks that belong to the Departmental Women's Commission in Alta Verapaz through trainings on SISCODE's structure and policies, government development plan Katun 2032, advocacy, and negotiation.** Target: 1 women's commission at departmental level and 4 municipal networks trained. The Departmental Women Commission is formed by civil society members and belongs to Alta Verapaz's CODEDE. Its role is to analyze and advocate for public policies' compliance in matters that guarantee women's improved quality of life.

**Outcome 2: Gender inequality is combatted and community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion**

Under Outcome 2, PODER will create and/or enhance networks of indigenous women leaders and support them in managing social conflicts, including discrimination, and advocating for equality for indigenous women. Reducing social and economic vulnerability for indigenous women will result in increased community security.

**Output 2.1 Number of women networks advocating at the municipal level, to increase social inclusion; promote political dialogue and violence reduction** Target: 6 networks (4 municipal and 2 regional)

**Activities 2.1.1 Build and/or strengthen two regional networks to address issues related to agriculture, social and/or environmental conflict resolution.** Target: 2 networks. Monthly trainings for two regional networks on topics that include SISCODE structure and processes, conflict mediation and resolution with gendered approach, response to crisis, promotion of policies related to women, and conflict analysis tools. In addition, work plans will be developed by the regional networks to address agricultural conflicts. Periodic meetings with the Municipal Women Commissions will take place to analyze municipal conflicts hindering peacebuilding efforts. Target regions for these networks are Polochic and Northern Transversal Fringe.

**Activities 2.1.2 Build and/or strengthen four municipal networks (municipal commissions of women) to address conflicts and issues that violate women's rights and encumber their social and economic development.** Target: 4 municipal networks. Four municipal networks from the Municipal Women's Commission will be strengthened through the selection of four women leaders per micro-region (15 to 20 communities) and one woman representing the COCODE to participate in the monthly trainings facilitated by PODER. These women will then in turn become networks officially recognized by the WMO to participate in the COMUDES and contribute to peace-building in their communities by addressing community and municipal level disputes that hinder women's equal participation in governance initiatives. Target municipalities for these networks are Cobán, Carchá, Fray Bartolomé de las Casas and Senahú.

**Activities 2.1.3 Develop strategic plans that promote an increase of women participating in decision-making spaces to reduce social vulnerability.** Target: 4 strategic plans. PODER will support each municipal network to develop strategic and operational plans for inclusive participation in community decision-making.

**Activities 2.1.4 Implement a public education campaign on gender issues, gender-based violence, public policies, and women's participation spaces.** Target: 1 communication campaign. Awareness raising campaign to be implemented through radio spots and live radio programs, promotional materials (e.g., brochures, flyers), puppet shows, etc. in target areas of Alta Verapaz.

**Activities 2.1.5 Implement a pilot project of women's economic empowerment to reduce vulnerability to economic violence.** Target: 56 savings and loans groups.

Indigenous women are traditionally marginalized from financial inclusion opportunities, limiting their role in civil society and local administration. PODER will implement the savings and loans groups' methodology with participating women, aiming to reduce financial dependency, especially in cases of family violence, while promoting economic empowerment and optimism, as we did in our aforementioned small grant funding work in Tukurú.

Mercy Corps will work at the community, municipal, and regional levels to strengthen women's groups and empower indigenous women leaders to engage in public dialogue and decision-making. PODER will ensure accountability of state actors to include indigenous women at all levels of decision-making to advance social cohesion in their communities. Through the UN Peacebuilding Fund, PODER will provide a platform for indigenous women to voice their needs and their communities' needs and overcome discrimination based on their ethnic, cultural, and linguistic differences.

**b) Budget:**

**Table 2: Project Activity Budget**

Outcome/ Output number	Output name	Output budget by RO	UN budget category (see table below for list of categories)	Any remarks (e.g. on types of inputs provided or budget justification)
<b>Outcome 1: Decision-making in SISCODE addresses root causes of conflict through enhanced participation of indigenous women</b>				
Output 1.1	Women are equipped with the knowledge and resources to participate in SISCODE's decision-making spaces	\$327,128	All	Multiple expenditures related to the enhancing the participation of women in the SISCODE system (transport, capacity building endeavors, participants support cost, operational expenses)
<b>Outcome 2: Gender inequality is combatted and community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion</b>				
Output 2.1	Networks of women leaders equipped with the knowledge, skills and resources to strengthen peacebuilding by combatting political and	\$672,872	All	Multiple expenditures related to the establishment and support of women networks (transport, capacity building endeavors, participants support cost, operational expenses)

	gender inequity at the community level			
Total		\$1,000,000		

PBF PROJECT BUDGET			
CATEGORIES	Amount Recipient Organization Mercy Corps	Amount Recipient Organization	TOTAL
1. Staff and other personnel	253,086		253,086
2. Supplies, Commodities, Materials	107,133		107,133
3. Equipment, Vehicles, and Furniture (including Depreciation)	19,931		19,931
4. Contractual services	30,596		30,596
5. Travel	35,730		35,730
6. Transfers and Grants to Counterparts	436,141		436,141
7. General Operating and other Direct Costs	51,962		51,962
<b>Sub-Total Project Costs</b>	<b>934,579</b>		<b>934,579</b>
8. Indirect Support Costs*	65,421		65,421
<b>TOTAL</b>	<b>1,000,000</b>		<b>1,000,000</b>

\* The rate shall not exceed 7% of the total of categories 1-7 and should follow the rules and guidelines of each recipient organization. Note that direct project implementation costs should be charged to the relevant budget line, according to the organization's regulations, rules and procedures.

**c) Capacity of RO(s) and implementing partners:**

Mercy Corps is a leading international humanitarian and development organization that alleviates suffering, oppression, and poverty by helping people build secure, productive and just communities in more than 40 countries around the world.

Mercy Corps has been operational in Guatemala since 2001, working in partnership with the government, civil society, and the private sector to help the most vulnerable people improve their lives. With an annual budget of more than \$7 million and 75 team members, we are considered the leading INGO on the issue of land conflict management through our Alta Verapaz-based *Tierras* programs, which worked at the community and municipal levels with support from the government of Guatemala. We used an integrated approach that combined land conflict mediation, agricultural support for newly titled families, policy advocacy at the municipal and department levels, and dispute resolution capacity-building for Municipal Agrarian Affairs Offices, with a strong emphasis on the rights of women, a model we extended to Colombia and Bolivia.

The results in Guatemala include the resolution of 701 conflicts, benefiting 32,796 families. Ninety-seven percent of mediation participants said there is less violence between their community and the other party as a result of the mediation process, and 88 percent said there

is greater trust between their community and the other party. Through our USAID-funded Empowering Women's Leadership in Conflict Resolution Project (EMA), Mercy Corps built the capacity of indigenous women in 82 communities to resolve land disputes and engage in policy development, and worked with municipalities to adopt best practices for women's participation in land conflict resolution. At program end, 75% of the municipalities provided evidence of changes in their development models to include gender considerations. Mercy Corps enhanced indigenous women's leadership by building their capacity to resolve land disputes, influencing agrarian policies, and working with municipal structures on women's participation in conflict resolution. Through EMA, we resolved 20 land disputes, benefitting 927 families (6,392 individuals). Mercy Corps also implemented community health projects that increased the participation of indigenous women. Mercy Corps is now leading a consortium of local partners to implement the five-year, \$40-million USAID-funded Community Strengthening Project. Rooted in Mercy Corps' community mobilization approach, the project builds community resilience in Guatemala City and surrounding municipalities by supporting communities in devising their own strategies for preventing violence. Our experience in Alta Verapaz provides us with a development platform of empowerment for engagement in political processes at a higher level.

Fundación para el Desarrollo y Educación de la Mujer Indígena (FUNDEMI TALITA KUMI) exists to raise the status of women and empower them to become household and community decision-makers. Their presence in Guatemala goes back to 1994 with their integrated development project for families in Quiché with support from the Kellogg Foundation. With activities in education, health and livelihoods support, Talita Kumi is currently operational in the municipalities of La Libertad y Sayaxché (Petén department), Chisec, Cobán, Lanquín, San Pedro Carchá y Fray Bartolomé de Las Casas (Alta Verapaz department).

The Red Centro Americana de Mujeres Rurales Indígenas y Campesinas (REDMURIC) is a network of Central American indigenous women organized to promote human rights and policies to enhance the quality of life of women in the region. Current activities in Guatemala include "Tejiendo Fuerzas para el Buen Vivir" with support from Oxfam and CIDA, and "Acción para el acceso a la tierra y frente al cambio climático de mujeres rurales para el buen vivir" supported by the European Union.

The Asociación Política de Mujeres Mayas (MOLOJ) is an organization led by groups of indigenous women who have distinguished themselves politically based on goals of sharing their experiences so that other Mayan women can become highly effective political participants. The organization is politically neutral since its birth in 1999. MOLOJ's message is that Mayan women themselves know best how to execute and promote their civil and political rights, as socially, politically and economically active citizens locally and nationally. Previous advocacy projects include "Nuevas prácticas de participación política de las mujeres mayas en Guatemala" with support of NIMD-CORDAID and "Strengthening indigenous women's political leadership" in cooperation with NDI.

**Table 4: Overview of RO funding in the country**

	RO 1: NAME?	Key Source of Funding (government, donor etc)	Annual Regular Budget in \$	Annual emergency budget (e.g. CAP)
Previous calendar year	Mercy Corps	USG	\$7 million	None

Current calendar year	Mercy Corps	USG	\$8.4 million	None
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**As part of the proposal the following must be included: (See Attached Annexes)**

- Annual report of the Recipient Organization;
- Audited Financial Statements for the last three years;
- A letter from RO's external auditor stating that the RO has the requisite financial systems, internal controls and capacity to manage project funds. At the time of submission, the auditor must also provide membership of a national or regional audit association.

### **III. Management and coordination**

#### **a) Project management:**

*A Holistic Approach to Project Management:*

PODER takes a holistic approach by engaging civil society organizations, government agencies, municipal authorities, and our partners to develop joint sustainable strategies to enhance the participation of indigenous women in decision-making and strengthen networks of indigenous women leaders. By working with a diverse set of stakeholders, we ensure that we are addressing barriers towards indigenous women's inclusivity from multiple points of view in a coordinated fashion. PODER's strategy relies heavily on partnership and collaborative approaches.

Mercy Corps will be responsible for steering PODER's implementation, internal and external communication, and coordination. Mercy Corps' local partners FUNDEMI, REDMURIC and MOLOJ have contributed to the design of our proposal and will lead key parts of implementation. FUNDEMI and REDMURIC will partner with Mercy Corps to implement all activities under Outcome 2. FUNDEMI will work in three municipal clusters: Carcha, Bartolome de las Casas and Sanahú. REDMURIC will work in the Coban municipal cluster (capital of the Alta Verapaz department). MOLOJ will be responsible for Activities 2.1.3 *Strengthen the capacities of the municipal networks through certified trainings and forums on social issues including, human rights, gender-based violence and gender equitable public policies and Activities and 1.1.3 Support the Women's Departmental Commission in developing a Departmental Gender Policy that promotes women's participation in the first and second level of COCODES and COMUDES.*

Prior to implementation, Mercy Corps and partners will draft a workplan which will be revised on a quarterly basis to ensure that all program activities are mapped and coordinated to meet project outcomes. By maintaining consistent and transparent communication, Mercy Corps and partners will provide feedback and share information on progression of implementation plans so that if needed, revision and/or reorganization of activities is undertaken to ensure project outcomes and community needs are met with maximum quality and impact.

To promote local engagement and sustainability, Mercy Corps' partnership strategy is as important as our efforts to ensure coordination with UN Women and the National Women's Forum. UN Women represents the United Nation's dedication to gender equality and the empowerment of women. Since its creation in 2010, UN Women leads coordination on women, peace and security across UN supported projects globally. PODER's continued cooperation with UN Women will ensure common approaches and coordination to support PBSO/PBF Priority Plan (Area 2), Guatemala PBSO/PBF Priority Area 2 Outcomes 5 and 7,

and Commitment 5 of the Secretary-General Seven-Point Action Plan. The National Women's Forum was established in 1997, in accordance with the peace agreements with the goal of overseeing fulfillment of the Government's commitments to women and has played a key role coordinating endeavors that promote the advancement and respect of women rights. Coordination of all activities will be done in coordination with UN Women and in close collaboration with SEPREM.

Implementation Table:

Activity	Lead Implementing Agency
Activities 1.1.1 Strengthen capacities of the 17 Women's Municipal Offices (WMO) in Alta Verapaz to promote open spaces for women.	Mercy Corps (in all municipalities of Alta Verapaz)
Activities 1.1.2 Support the Women's Departmental Commission in developing a Departmental Gender Policy that promotes women's participation in the first and second level of COCODES and COMUDES	Mercy Corps (in all municipalities of Alta Verapaz)
Activities 1.1.3 Support implementation of a municipal monitoring system to track participation of women in the COCODES and % of budget allocated to women projects.	MOLOJ (in all municipalities of Alta Verapaz)
Activities 1.1.4 Train 250 women participating in Women Municipal Commissions in conflict analysis, gendered development policy, budgeting, gender equity and equality, violence prevention, exercise of rights, advocacy, mediation, and collaborative decision-making.	Mercy Corps (in all municipalities of Alta Verapaz)
Activities 1.1.5 Strengthen the capacity of civil society organizations that belong to the Departmental Women's Commission in Alta Verapaz through trainings on SISCODE's structure and policies, government development plan Katun 2032, advocacy, and negotiation	Mercy Corps (in all municipalities of Alta Verapaz)
Activities 2.1.1 Build and/or strengthen two regional networks to address issues related to agriculture, social and/or environmental conflict resolution.	FUNDEMI (in three municipal clusters: Carcha, Bartolome de las Casas and Sanahú) REDMURIC (in the Coban municipal cluster)
Activities 2.1.2 Build and/or strengthen four municipal networks (municipal commissions of women) to address conflicts and issues that violate women's rights and encumber their social and economic development.	FUNDEMI (in three municipal clusters: Carcha, Bartolome de las Casas and Sanahú) REDMURIC (in the Coban municipal cluster)
Activities 2.1.3 Develop strategic plans that promote an increase of women participating in decision-making spaces to reduce social vulnerability.	MOLOJ (in all municipalities of Alta Verapaz)
Activities 2.1.4 Implement a public education campaign on gender issues, gender-based violence, public policies, and women's participation spaces.	FUNDEMI (in three municipal clusters: Carcha, Bartolome de las Casas and Sanahú) REDMURIC (in the Coban municipal cluster)
Activities 2.1.5 Implement a pilot project of women's economic empowerment to reduce vulnerability to economic violence.	FUNDEMI (in three municipal clusters: Carcha, Bartolome de las Casas and Sanahú) REDMURIC (in the Coban municipal cluster)

Mercy Corps staff will consist of a Country Director (10% time), Programs Director (20% time), a Project Manager (100% of the time), a Monitoring and Evaluation Officer (100% time) and three Regional Coordinators (100% time) and a Project Assistant (50% time). In addition, Mercy Corps Guatemala will provide personnel support from the financial, administrative, and human resources departments.

Mercy Corps Guatemala recognizes the vital importance of transparent and effective administrative, human resource, financial, and compliance structures, and has well-established operations, finance, and human resource departments that are versed in existing policies and procedures, and financial reporting systems. These existing administrative,

financial, and logistical structures will support the project and be overseen by their respective departments. Mercy Corps uses a state-of-the-art financial management software package that enables real-time budget versus actuals analysis and timely reporting. Our HQ finance and procurement/logistics advisors provide remote and on-site support and regularly execute program audits.

Mercy Corps will be responsible for allocation and audit of sub-grant funding. Mercy Corps has a fully transparent financial procedures and guidance in place to oversee sub-grant and contract management that have been developed through years of application in a wide spectrum of field programs and operating environments, and through implementation of \$160 million worth of programs involving competitively awarded sub-grants. Mercy Corps' partnership strategy is important to promoting local engagement and sustainability. Our partnership with FUNDEMI and SEPREM is designed to maximize technical and geographical expertise. Mercy Corps and partners possess more than 68 years of collective experience working in Guatemala on areas such as development, justice, institutional strengthening, and women and youth. We possess the professional expertise and capacity to achieve superior results for PODER and contribute meaningfully to strengthen indigenous women's participation. Our project management and administrative structures are designed to capitalize on our experience through collaborative decision-making coupled with significant technical and administrative support and oversight from Mercy Corps. Our management principles are grounded in transparent communication between partners; a focus on working with and strengthening local structures to promote sustainability; robust financial, human resource, and procurement policies and procedures to prevent corruption; and flexibility to respond to fluid operating environments.

Coordination with other UN Projects: Recognizing UN Women's role as the sector agency for the implementation of 1325, the expertise of the UN Women team members in country and the focus of *Asserting the Rights of Women Survivors of conflict-related sexual violence in Guatemala*, Mercy Corps has been engaged with UN Women during the design of this proposal to ensure that coordination mechanism are present to avoid duplication of efforts and to ensure the greatest possible impact. UN Women and Mercy Corps are in the process of signing a Memorandum of Understanding as a first step toward greater synergy and believe that activities 1.1.4 "Support implementation of a municipal monitoring system to track participation of women in the COCODES and % of budget allocated to women projects"; Activities 2.1.5 "Implement a public education campaign on gender issues, gender based violence, institutional framework in favor of women, public policies, and women's participation spaces" and 2.1.6 "Implement a pilot project of women's economic empowerment" present both agencies with a programmatic bridge to commence cooperation and coordination at the field level.

**b) Funds disbursement:** *Funds transfers will be made based on the following schedule:*

	Percentage	Triggers
Tranche 1	50%	<ul style="list-style-type: none"> <li>Formal approval of the project</li> </ul>
Tranche 2	40%	<ul style="list-style-type: none"> <li>Expenditure of at least 75% of the first tranche</li> <li>On-time submission of a semi-annual or annual report</li> </ul>
Tranche 3	10%	<ul style="list-style-type: none"> <li>Expenditure of at least 75% of the second tranche</li> <li>On-time submissions of semi-annual, annual and final reports</li> </ul>

**c) Risk management:**

Mercy Corps recognizes the risks associated with social conflict resolution in areas where power dynamics are not effectively addressed by national government or other actors. We are committed to applying the “Do No Harm” principles by conducting ongoing analyses of actors and conflicts in the focal project areas and monitoring tensions that may emerge. From the start, we will ensure there are mechanisms to permit ongoing dialogue among project and partner staff members, civil society organizations, municipal governments, and male and female leaders. This communication will support resolution of social conflicts without jeopardizing the safety of the parties to the conflict. We will emphasize neutrality and transparency to build trust among the parties, and establish spaces to promote dialogue and mutual respect. Additionally, through communications with other municipal and departmental actors, we will implement dialogue mechanisms that will seek the best possible solutions to social and municipal level conflicts.

**Critical assumptions include:**

- That we receive support from government and municipal actors: Essential to the success of this project is the active participation of government and municipal representatives at all levels, particularly from the municipalities (women’s municipal offices).
- That the political environment does not become less stable and transparent: After the elections last year, there are still concerns that central and municipal governments represent political parties that do not respond to the needs of the population, particularly indigenous women. Although Mercy Corps has confirmed support from SISCODE representatives and SEPREM, potential risks may include unanticipated changes in leadership of government representatives who may not support project objectives.

**Table 5 – Risk management matrix**

<b>Risks to the achievement of PBF outcomes</b>	<b>Likelihood of occurrence (high, medium, low)</b>	<b>Severity of risk impact (high, medium, low)</b>	<b>Mitigating Strategy (and Person/Unit responsible)</b>
<i>Skepticism about the project, or lack of political will from municipal authorities</i>	Medium	High	<i>Advocate with municipal authorities and partners through a Memorandum of Understanding to guarantee a shared commitment to project goals and objectives. Ensure sufficient consultation and outreach to local authorities. Activities should be designed and implemented in coordination with key stakeholders and project partners, look for tangible results that demonstrate the impact of the project.</i>

<i>Tensions due to political manipulation, appropriation of project activities/impact by political actors (lack of transparent political environment)</i>	Medium	High	<i>Maintain program focus on resolving existing inequalities. Work closely with diverse levels of leaders to promote inclusive processes and ensure that the benefits of program participation are equally accessible to all groups in each target location. Maintain impartiality throughout program planning and implementation. Active participation of government and municipal representatives at all levels, particularly from the municipalities (women's municipal offices)</i>
<i>Local partners/staff targeted for violence based on contentious issues or perceived biases</i>	Low	High	<i>During initial community introductions, assess staff/partner dynamics carefully to determine strategies of team engagement; gradually introduce activities that will have greater support and acceptability. Provide local partners with security tools, and training on security management. Establish joint Standard Operating Procedures and Contingency Plans</i>
<i>Opportunities for economic empowerment for indigenous women become a source of conflict</i>	Low	High	<i>Carefully design interventions, based on consultations with communities extensively, build on existing systems that already have a degree of acceptance. Prepare beneficiaries to expect and manage change in power dynamics at the household level.</i>

Please see attached **Annex K Risk Analysis Matrix** for a list of 16 identified risks and mitigation strategies.

**d) Monitoring & evaluation:**

As a learning organization, Mercy Corps has invested significant resources in developing indicators and data collection tools to measure program impact, with particular attention to the challenges of collecting data in conflict-affected environments and evaluating peacebuilding programs. Both output and outcome indicators will be used to measure specific results and beneficiaries will be disaggregated by age, sex, ethnicity, and geography. Mercy Corps will conduct a baseline survey and a final impact evaluation that will assess the theories of change and how the program contributes to the goal of women's participation and empowerment.

In order to better understand linkages with conflict mitigation, peace and stability in Alta Verapaz potential indicators include:

- Number of conflicts managed by program participants
- Number of female participants engaged in peacebuilding endeavors
- Percentage of women who believe they are engaged in household/community/national-level decision-making
- Percentage of community members who believe they have the capacity needed to engage effectively with government
- Percentage of people who believe their communities are peaceful, safe and secure.

The baseline survey will collect data on level of participation of women in decision making at the community and municipal levels and government capacity to address gender sensitive topics. At start-up, Mercy Corps will hold an in-depth M&E workshop with key stakeholders, to ensure a shared understanding of theories of change, indicators and data collection methods. In quarterly meetings we will review progress against targets and assess whether to adjust the project approach. Mercy Corps will use a mix of quantitative and qualitative tools developed and refined in previous programs to inform the project direction as measured by levels of trust in local decision-making by indigenous groups and perceptions of social cohesion. Knowledge, attitudes, and perceptions of target populations will be monitored quarterly. An external final evaluation will measure project outcomes.

- e) **Administrative arrangements** (This section uses standard wording – please do not remove)

**Accountability, transparency and reporting of the Recipient:**

The Recipient Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Managing Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient shall have full responsibility for ensuring that the Activity is implemented in accordance with the fully signed Project Document;

In the event of a financial review, audit or evaluation by UNOPS or PBSO, be responsible for providing the necessary accounting documents;

Providing all documents and information to UNOPS which may be required under the relevant payment requests; and

Ensure professional management of the Activity, including performance monitoring and reporting activities.

Compliance with General Conditions on Grant Agreement as per Annex C.

**Reporting:**

Each Receipt will provide the Managing Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provide no later than 15 June;
- Annual Report to be submitted to UN PBSO on November 15, 2017 and Final narrative report submitted no later than three months after project completion ; Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided by March 31 after the end of the calendar year;
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been refunded and a notification sent to the Management Agent, no later than three months (30 March) of the year following the completion of the activities.

**Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the PBF shall be owned by the PBF. Matters relating to the transfer of ownership by UNOPS shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure.

The PBSO and Managing Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Management Agent website (<http://www.unops.org>).

**Annex A: Project Summary** (to be submitted as a word document to MPTF-Office)



United Nations  
Peacebuilding  
Peacebuilding Fund

**PEACEBUILDING FUND**  
**PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/Peace, Opportunities, and Dialogue: Women Engaged for Results (PODER)	
<b>Recipient Organization:</b>	Mercy Corps	
<b>Implementing Partner(s):</b>	La Fundacion para el Desarrollo y Educacion de la Mujer Indigena (FUNDEMI TALITA KUMI), Red Centro Americana de Mujeres Rurales Indigenas y Campesinas (REDMURIC) and Association Political de Mujeres Mayas (MOLOJ)	
<b>Location:</b>	Guatemala	
<b>Approved Project Budget:</b>	\$1,000,000	
<b>Duration:</b>	<b>Planned Start Date:</b> December 1, 2016	<b>Planned Completion:</b> May 31, 2018
<b>Project Description:</b>	PODER will work at the community, municipal, and regional levels of Guatemala's governance systems to strengthen women's groups and empower indigenous women leaders to engage in public dialogue and decision-making. State actors will be held accountable in ensuring that indigenous women are engaged in community development initiatives and root causes of conflict – including discrimination, political exclusion – are addressed to advance social cohesion. Indigenous women will contribute to peacebuilding by actively voicing their needs and their communities' needs so that gender-sensitive responses are considered as envisaged in the Peace Accords.	
<b>PBF Focus Area:</b>	<i>Promote coexistence and peaceful resolution of conflicts (Priority Area 2):</i> (2.2) Democratic Governance	
<b>Project Outcome:</b>	1) Decision-making in SISCODE addresses root causes of conflict through enhanced participation of indigenous women, and 2) Gender inequality is combatted and community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion.	
<b>Key Project Activities:</b>	Strengthen capacities of the 17 Women's Municipal Offices (WMO); Support the Women's Departmental Commission in developing a Departmental Gender Policy that promotes women's participation; Strengthen the capacities of the municipal networks through certified trainings and forums on social issues including, human rights, gender-based violence and gender equitable public policies; Strengthen municipal networks (municipal commissions of women) to address conflicts and issues that violate women's rights and encumber their social and economic development.	

## Annex B: IRF Results Framework

Country name: Guatemala												
Project Effective Dates: December 1, 2016 – May 31, 2018												
PBF Focus Area: All (17) municipalities of Alta Verapaz, Guatemala												
IRF Theory of Change: <i>If indigenous women's active role in local governance is increased, then there will be greater social cohesion and peace in Alta Verapaz because indigenous women, as a result of their social structural position, are best placed to discern, analyze, and act on discrimination and exclusion and thereby ensure that the full intent of the Accords are met.</i>												
Outcomes	Outputs	Indicators	Means of Verification	Year 1				Year 2				Milestones
Outcome 1: Decision-making in SISCODE addresses root causes of conflict through enhanced participation of indigenous women		Outcome Indicator 1 a Percent of people who believe there is social cohesion in the community  Baseline: TBD Target: 20% from baseline	Database of municipalities. Initial evaluation and final evaluation reports.			x	x	x	x			10% at midterm
		Outcome Indicator 1 b Percent of leadership roles in SISCODE filled by women  Baseline: Target: 60% from baseline	Database of municipalities. Initial evaluation and final evaluation reports.					x	x			30% at midterm
		Output 1.1 Women are equipped with the knowledge and resources to participate in SISCODE's decision-making spaces	Output Indicator 1.1.1 Percent of indigenous women who believe they have the knowledge and resources to participate in SISCODE's decision-making spaces  Baseline: TBD Target: 25% increment in relation with BL	Database of municipalities. Initial evaluation and final evaluation reports.	x				x			12% at midterm
	Activities 1.1.1 Strengthen capacities of the 17 Women's Municipal Offices (WMO) in Alta Verapaz to promote open spaces for women.	Output Indicator 1.1.1 Number of women's municipal offices implementing actions (i.e. child care) for increased inclusion of women.  Number of indigenous women that feel WMO are addressing barriers to their participation  Baseline: TBD	WMO progress reports.	x	x	x	x	x	x			50% of WMO trained at midterm



		address existing gender inequalities  Baseline: TBD Target: 20% from baseline.											
Outcome 2: Gender inequality is combatted and community peacebuilding is strengthened by networks of women leaders promoting dialogue to build social cohesion		Outcome Indicator 2 a Percent of people who avoid going to or through areas due to insecurity  Baseline: TBD Target: -10%  Outcome Indicator 2 a Number of reported incidents of violence per month  Baseline: TBD Target: TBD based on baseline											2 municipal networks at midterm
	Output 2.1 Number of women networks advocating at the municipal level, to increase social inclusion, promote political dialogue and violence reduction.	Output Indicator 2.1.1  Number of networks engaged in addressing agricultural, social and environmental conflicts through women's municipal networks (2)  Baseline: TBD Target: 6 networks: 4 municipal networks and 2 regional networks	Reports of actions implemented by networks		x	x	x	x	x				2 municipal networks, and 1 at regional network at midterm
	Activities 2.1.1 Build and/or strengthen two regional networks to address issues related to agriculture, social and/or environmental conflict resolution.	Output Indicator 2.1.1 Number of regional networks addressing conflict resolution issues.  Baseline: 0 Target: 2 regional networks	Reports of actions implemented by networks		x	x	x	x	x				1 regional network at midterm
	Activities 2.1.2 Build and/or strengthen four municipal networks (municipal commissions of women) to address conflicts and issues that violate women's rights and encumber their social and economic development.	Output Indicator 2.1.2 Number of networks of women leaders addressing conflicts and issues that violate their rights and prevent their social and economic development  Baseline: 0 Target: 4 municipal networks			x	x	x	x	x				2 municipal networks at midterm

	Activities 2.1.3 Develop strategic plans that promote an increase of women participating in decision-making spaces to reduce social vulnerability.	Output Indicator 2.1.3 Number of strategic plans developed. Baseline: 0 Target: 4 strategic plans	Reports of actions implemented by networks		x					x							2 strategic plans at midterm
	Activities 2.1.4 Implement a public education campaign on gender issues, gender-based violence, public policies, and women's participation spaces.	Output Indicator 2.1.4 Communication campaign implemented (1) during 9 months in target areas Baseline: 0 Target: 1	Communication tools, sources, etc.		x												
	Activities 2.1.5 Implement a pilot project of women's economic empowerment to reduce vulnerability to economic violence.	Output Indicator 2.1.5 Number of implemented economic empowerment pilot projects to reduce gender-based violence. (56) 1 group per micro region. Baseline: 0 Target: 56	Reports of implemented projects		x					x							28 savings groups at midterm