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**POST PROJECT EVALUATION  
FOR THE  
UNITED NATIONS DEMOCRACY FUND**

**EVALUATION REPORT**

**UDF-17-784-GUA**

**Improve Maya Women's Access to Justice in Rural Guatemala**

**28 March 2022**

## TABLE OF CONTENTS

<b>I. OVERALL ASSESSMENT .....</b>	<b>1</b>
<b>II. PROJECT CONTEXT AND STRATEGY .....</b>	<b>2</b>
Development context .....	2
The project objective and intervention rationale.....	2
<b>III. EVALUATION METHODOLOGY.....</b>	<b>3</b>
<b>IV. EVALUATION FINDINGS.....</b>	<b>4</b>
(i) Coherence .....	4
(ii) Relevance .....	7
(iii) Effectiveness.....	10
(iv) Efficiency.....	13
(v) Impact.....	14
(vi) Sustainability.....	16
(vii) UNDEF added value.....	17
(viii) UNDEF visibility .....	17
<b>V. CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>18</b>
<b>VI. LESSONS LEARNED .....</b>	<b>20</b>
<b>VII. ANNEXES .....</b>	<b>22</b>
Annex 1: Evaluation matrix and questions .....	22
Annex 2: Persons Interviewed .....	25
Annex 3: Acronyms .....	26
Annex 4: Indicator matrix.....	267

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**Disclaimer**

The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report

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## I. OVERALL ASSESSMENT

This report is the evaluation of the project, “Improving Maya Women’s Access to Justice in Rural Guatemala”. It was implemented by the Women’s Justice Initiative (WJI) from January 2019 to July 2021 with implementing partners Population Council and the Tecpán Municipal Office for Women (DMM, for its initials in Spanish) with a budget of \$187,000 USD from UNDEF. The project objective was to improve access to justice for 2,900 Maya indigenous women living in rural areas of Tecpán, Guatemala through free legal support, accompaniment of survivors, and strengthening the local governance and municipal response to violence against women and girls. In addition, the project aimed to increase the capacities of 175 key public actors including community leaders, service providers, and police at the local, municipal, and departmental levels to provide quality services to indigenous survivors and promote human rights.

WJI worked to achieve the main objective through the following key strategies:

- Increasing the knowledge of legal rights in at least 12 rural Mayan communities and improving attitudes concerning a women’s right to live free from violence;
- Strengthening the public sector’s response to violence against women and girls at the community and municipal levels through capacity building and planning activities with traditional indigenous leaders and government institutions; and
- Providing legal support to 513 women related to violence against women and girls (VAWG) and securing women’s economic rights.

This evaluation collected information regarding key evaluation criteria: coherence, relevance, effectiveness, efficiency, impact, sustainability, UNDEF added value, and UNDEF visibility guided by a series of evaluation questions. See Annex 1 for more detail. The following offer a summary of the key findings for each evaluation criteria.

**Coherence:** The project demonstrated external coherence with other projects and key actors involved in justice services for VAWG through the support to establish the municipal-level advocacy and referral network for women and children and coordination with key justice and security actors: the local Prosecutor’s Office (MP), Civil Police (PNC), and the Municipal Office for Women (DMM). The focus on legal education and counselling services offers complementary services to fill a much-needed gap on a local level. The project also demonstrated clear internal coherence, as the project was designed and implemented based on established WJI programs that were adapted to the context.

**Relevance:** The project design and implementation were adapted to the specific needs and context in Tecpán. Key actors deemed the individualized legal support as the most critically important. The least relevant activity was the community action planning with community leaders that did not engage fully. WJI anticipated and mitigated several risks; the major unanticipated challenge was the risks associated with the COVID-19 pandemic, which required several project adaptations.

**Effectiveness:** WJI reached or nearly achieved 18 of the 21 indicators used to measure project reach and achievement. The targets not reached were due to COVID-19 restrictions that severely limited project activities. Factors that favored project achievements included collaboration and communication with key actors, adaptations to educational curriculum and provision of legal services. Challenges included the COVID-19 restrictions that stalled project implementation, community leaders’ disinterest, and complexity and time demand of the legal casework and needs of victims of violence, rotation among public authorities, and barriers that women face when seeking protection and justice services.

**Efficiency:** The project demonstrated efficiency in terms of the high value of return on investment for some activities, and lower efficiency for activities with fewer results. Actions that required extensive time and resources with important impacts are the legal services program and the Community Advocates.

Community action planning with community leaders required extensive time from the team and yielded less results.

**Impact:** Key findings demonstrate that the project had most impact in strengthening relationships and linkages between communities and legal support services. This was reflected in the educational efforts that helped women to understand their rights, Community Advocates and participants of the rights education program who supported other women to seek justice services, an established municipal network for the protection against violence for women and children, the close collaboration with the DMM and other institutions to strengthen and extend legal services, and the individualized legal accompaniment and counsel that built trust by women in the protection and justice system.

**Sustainability:** The project influenced sustained capacity and linkages. Evidence for increased potential for sustainability of results is reflected in the potential for Community Advocates as permanent sources of information and referral support, the strengthened capacity of the DMM to offer continued legal counseling and accompaniment, the municipal protection network as a platform for continued interinstitutional coordination, WJI's continued presence in Tecpán.

**UNDEF added value:** UNDEF supported a project design that promoted democratic principles, which was reflected in the rights-based intervention strategies of the project and allowed for flexibility in adapting budget and project strategies to accommodate COVID-19 pandemic-related adjustments.

**UNDEF visibility:** Acknowledgement of UNDEF's support for WJI is reflected on the website and in a few posts on social media.

Based on these findings, several recommendations for future programming were made regarding developing a close-out plan, transition strategies, community leader engagement, increasing the impact of Community Advocates, ensuring participant safety when seeking WJI services, addressing factors related to exclusion and shame, coordination for an integrated response to multiple expressed needs for survivors, sharing the workload of legal service provision, integrating community feedback loops, integrating actions directed at girls, negotiating with the municipality for improved space, and integrating "new masculinities" sensitivity training.

## II. PROJECT CONTEXT AND STRATEGY

### *Development context*

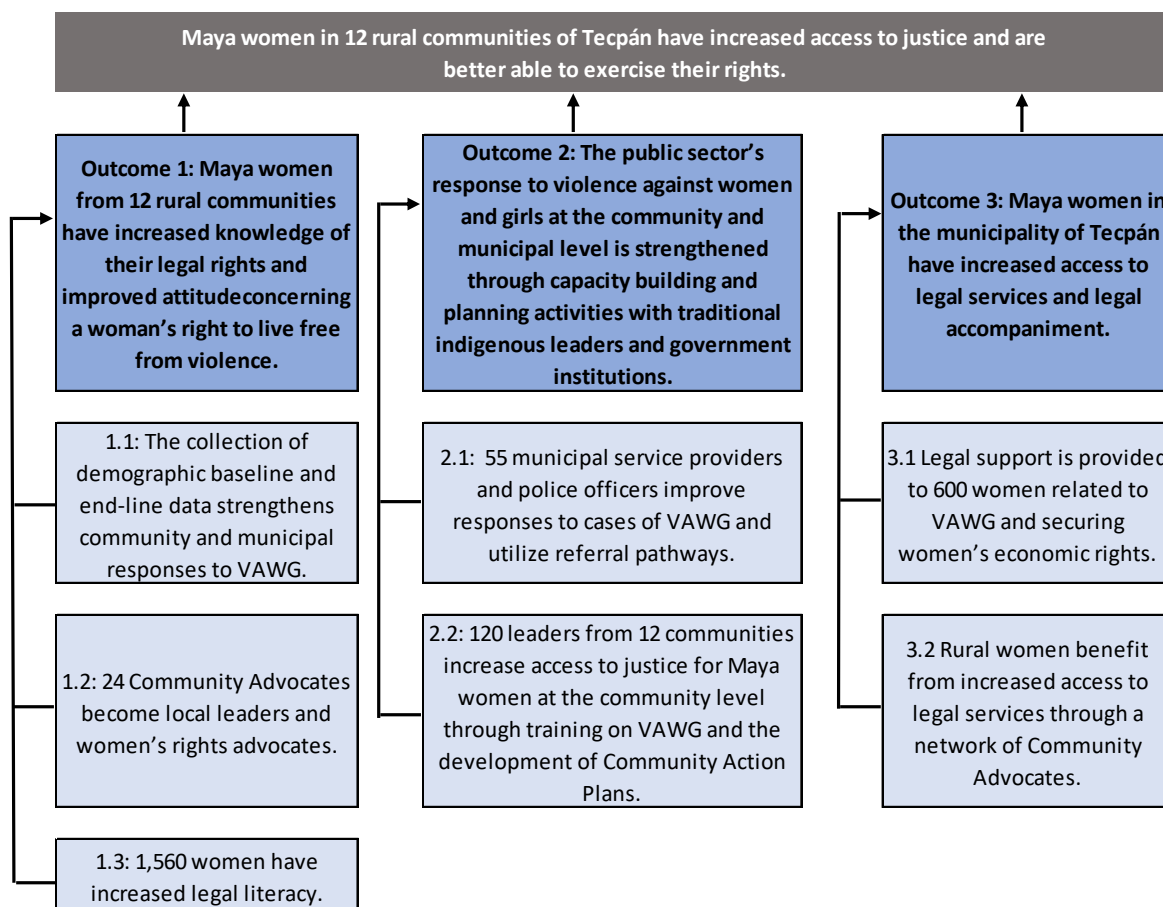
This project took place in rural Maya communities in Guatemala where women face extreme poverty and have little or no access to social services, making them especially vulnerable to violence, inequality, and discrimination. Rural, indigenous women are disproportionately impacted due in part to their social isolation and limited access to resources. Social services and government institutions are concentrated in urban areas and rarely reach indigenous women living in rural areas. Those women who leave their communities to seek assistance face discrimination due to their ethnicity in addition to the challenge of navigating a system that does not offer bilingual services. Administrative and geographic barriers are further compounded by social norms that view VAWG as acceptable.

The project was implemented in 12 rural communities with populations between 1,000 and 3,000 in the southern region of the municipality of Tecpán, in the department of Chimaltenango. Tecpán is 92% Maya Kaqchikel and 78% of the population lives in 61 rural communities. WJI worked in Tecpán because of high levels of violence against women and girls (VAWG), the area had not benefited from democratic institution building to address VAWG, and there were no legal services offered in Kaqchikel.

### *The project objective and intervention rationale*

The overall objective of the project, "Improving Maya Women's Access to Justice in Rural Guatemala" was that "Maya women in 12 rural communities of Tecpán have increased access to justice and are better able

to exercise their rights". The key expected outcomes that contributed to this end were a group of community legal advocates that offer legal and social support for women in their communities, strengthened capacity of institutional legal, justice, and security authorities' ability to respond to VAWG, women trained on legal literacy, and community leaders engaged to develop action plans for VAWG. The key strategies to contribute to these outcomes were the formation of the Community Advocates, the legal literacy training, training for service providers and police, developing action plans with community leaders, and offering legal support. The following logical framework outlines the three key project outcomes and outputs that contribute to the overall project objective. The achievement of each of the project outcomes was measured with a series of indicators. See diagram below.



### III. EVALUATION METHODOLOGY

The objective of this evaluation was to determine whether the project was implemented in accordance with the project document, whether anticipated project outputs were achieved, and to gain a better understanding of the successes to apply lessons learned from the experience to improve future projects. The evaluation complements the existing data on the achievement of project targets per the logical framework and focused on the identification of the positive points of the project and opportunities to improve project outcomes for future interventions. The evaluation relied on mixed methods data collection and analysis, with mostly qualitative information from diverse sources: desk review of project documentation and data sources; 10 key informant interviews with WJI staff, security and justice authorities, and strategic alliances; and 5 focus group discussions with Community Advocates, female participants, and community leaders (see Annex 2 for complete list).

Data was collected in December from the town center of Tecpán, Guatemala; three rural communities where project actions were implemented; and the town of Patzún, Chimaltenango where the WJI field office is located. The following principal evaluation questions guided the evaluation. A complete list of all evaluation questions and sub-questions and the data source and method used to collect information per question is included in Annex 1.

- **Coherence:** How well did the project “fit”; i.e., to what extent was the project compatible with other projects and programs related to justice for VAWG in Guatemala?
- **Relevance:** To what extent was the project, as designed and implemented, suited to the context in Tecpán and needs of female participants, community leaders, municipal authorities, and justice/security service providers?
- **Effectiveness:** To what extent was the project, as implemented, able to contribute meaningfully to project outcomes?
- **Efficiency:** To what extent was there a reasonable relationship between resources expended and project impacts?
- **Impact:** To what extent has the project put in place processes and procedures supporting the role of the public sector and civil society in contributing to justice for VAWG and ultimately, democratization?
- **Sustainability:** To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards more justice for VAWG and democratic development?
- **UNDEF added value:** To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?
- **UNDEF visibility:** To what extent was UNDEF’s support visible in project communications?

## IV. EVALUATION FINDINGS

The following offers a description of findings per evaluation component.

### (i) *Coherence*

In evaluating the coherence of the project, the evaluation consulted with 6 WJI staff, representatives from the local prosecutor’s office (MP), the local police station (PNC), the Municipal Office for Women (DMM), and from a civil society allied organization, *Instituto de Estudios Comparados en Ciencias Penales* (ICCP). These informants were asked to reflect on the compatibility of the design and implementation of the project with other existing initiatives, or within existing internal programs in the case of WJI staff, and how it did or did not complement existing efforts without duplication. The project demonstrated both external and internal coherency as demonstrated by the following key findings.

**The project coordinated very closely with the DMM as an implementing partner to extend and strengthen justice services offered to women in Tecpán:** The DMM works with widespread networks of women and female leaders, mostly in skills training to support small business. This relationship allowed for WJI to work directly in the municipal offices and coordinate joint efforts to reach more women in select communities. The coordination with the DMM at the beginning of the project allowed for the use of a private space in the municipality for legal counseling; however, this was interrupted with the closure of all in-person public services in 2020 due to the COVID-19 pandemic and the death of the principal contact in the DMM. Once in-person services were reestablished, there was a new mayor in Tecpán who elected a new Director of the DMM and after negotiation, the municipality offered a space that did not allow for the same privacy. See section (iii) Effectiveness for more detail. However, the new space was shared with the Youth Municipal Office, which offered the opportunity to coordinate joint efforts. In general, the Director of the DMM reported being very grateful for the legal services offered by WJI and named this as a critical service.

She was less familiar with the work of the community legal advocates and reported she had a list of their names somewhere.

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*“I coordinate with [the project’s paralegal], I have a space for her in my office so that we can coordinate. They refer cases to me from Chimaltenango, from the Justice for cases of femicide to support victims... WJI helps me a lot because there are times when I say to her, ‘What do I do?’ What can I do and what can you do?’ and she says to me, ‘I will help the woman’ and she takes the case, which helps me a lot” –Director of the DMM*

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*Training police officers, photo credit: WJI*

**The project worked alongside other key stakeholders to strengthen interinstitutional protection and response:** WJI worked with interinstitutional networks on municipal and departmental levels, as well as internationally through informational exchange, conference presentations and publications. The WJI legal team helped to establish a formal network of multi-sectoral actors on a municipal level that offer health, security, justice, protection services who regularly meet to coordinate efforts. ICCP was another non-profit organization who supported the convening efforts of this network. Additional detail on this network is found in section (v) Impact. The project’s paralegal not only helped to establish this municipal-level network but was highly involved in supporting institutional participation and collaboration between participating institutions. In this role, she was often asked to help with trainings, presentations, and events both on a municipal and departmental levels.



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*“There [in Tecpán], I also do a lot of advocacy work, with the Justice of the Peace, the municipal MP and it requires a lot because there is no other organization that does what we do; so, we’re the ones that start the dialogue. We have alliances, but they don’t work in the same areas, so it’s a lot to take on.” –WJI paralegal*

*“[WJI] is doing a good job with women victims of violence, they help them a lot. They speak their language and support them. This is important, sometimes when they come to the station to report violence, we counsel them to come with someone from the DMM, so that they can be supported” –  
Municipal Chief of Police*

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**WJI relied on tested strategies from Population Council regarding community engagement and organization:** Project staff were trained on a community engagement model used by Population (Pop) Council to map community needs and opportunities and engage community leaders in action planning. These methodologies were adapted specifically for justice for VAWG and implemented as pilot strategies in Tecpán.

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*“We received a training from Pop Council [on community mapping for child protection] and they showed us the instrument, so we adapted that for our needs, with a focus on working with women in the communities.” –WJI Programs Director*

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**WJI has an established portfolio of programs from which projects are designed:** WJI has four established programs with a set of methodologies and tools for their implementation. These are the Legal Services Program, the Women’s Rights Education Program, Adolescent Girls Program, and the Community Advocates Program. Before this project, WJI only worked in the municipality of Patzún implementing these programs. For the design of this project, WJI included the extension of three of these programs into Tecpán (Legal Services, Women’s Rights Education, and Community Advocates), relying on the tried and tested strategies used in each. In the process of implementing in a new context, WJI added additional elements, such as the community mapping mentioned above, and adapted the methodologies further (see section on relevance for examples) to improve their effectiveness. Based on this learning throughout implementation, WJI has now extended their programs to three additional municipalities of Chimaltenango (San Martín Jilotepeque, San Juan Comalapa, and San José Poaquil). This model for extension by program through adaptive learning allows for coherence across programs with integrated flexibility and iterative improvements.

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*“These official tools from WJI, in a certain way, they work in all places and projects, with all types of people.” –paralegal assistant*

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**The project complemented many of the VAWG prevention and protection efforts of existing programs with a focus on legal counseling and accompaniment:** There are few other organizations working specifically on VAWG in Tecpán; among those that address VAWG in the department of Chimaltenango and nationally, many have a strong focus on prevention and protection services yet fail to provide

personalized legal support for women seeking justice services, especially in Mayan languages and on a local level. WJI complements others' efforts with this much-needed legal attention.

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*“The fact that our work is all conducted in Kaqchikel, something that you actually don’t see as much on the ground, especially with international organizations. That piece has been critical and it’s something we hear over and over again from clients and program participants, that’s really a critical component of our work, building trust and ensuring women’s access to services... the combined methodology of legal literacy with provision of services is an important piece of our work that resonates with other organizations” –WJI Executive Director*

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**Community leaders weren’t fully aware of WJI’s work:** WJI met with community leaders before working in the communities and held meetings with them in an effort to develop community action plans with marginal success. See (iii) effectiveness for more detail. Community leaders in both communities visited were not fully aware of who WJI was or their work despite some of them who had participated in community action planning activities. One community leader indicated that there are lots of development organizations duplicating efforts and he can’t keep up with them all, also indicating that they come to present their project and get approval, but then he never hears of them after. It was noted by WJI staff that the interventions with community leaders was a minor intervention in the overall project, representing only 8% of the total budget.

### *(ii) Relevance*

In evaluating relevance, the reflection from participants and beneficiaries was critical; so, data was collected from both the KIIs as mentioned above, as well as 5 focus group discussions with Community Advocates, female graduates of the legal literacy program, recipients of legal services, and community leaders on how useful their participation in the project has been for their situation. The project demonstrated relevance to local needs and the context as demonstrated by the following key findings.

**In the process of extending the WJI programs to Tecpán and to specific audiences, WJI adapted to the context and audience:** WJI’s programs were designed and developed in Patzún and when extended to the context of Tecpán—a larger, more urban population with more access to outside markets and information—several strategies were adapted. Among these, included adapting educational sessions to accommodate women’s work schedules, adapting educational materials with additional information, and offering more legal services beyond basic reporting and follow-up. Many of the women in Tecpán had already begun justice seeking processes and required higher-level legal support for more advanced or complicated cases.

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*“Because of the geographic area, more urbanization, more knowledge, and information, so, their educational levels were higher than that of the women in Patzún... many women understood their rights already and they needed a different level of legal support—from a higher level... so, we learned how to offer legal support with this perspective” –WJI Legal Director*

*“We always adjust for different types of groups. For example, I am asked to give trainings on the pathways for reporting. With traditional midwives, they are generally monolingual and have a different understanding, so I adapt to their knowledge base and language. Also, when I’m asked to present the pathways to personnel at RENAP [citizen registry] or hospital staff—who do not have a legal background but see survivors of violence, I also adapt the information to them and like so, I work with social workers, psychologists, doctors, nurses, etc.” –Paralegal Officer*

*“Usually, you see a slow uptake in legal services over the period of the project... it takes a while for women to begin using our services. That was not the case in Tecpán, we saw referrals right away from service providers, we saw women further along with their cases and needing more comprehensive legal support” –WJI Executive Director*

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*Community advocates sharing information with women in their communities, photo credit: James Rodriguez, mimundo.org*

**WJI offered individualized legal support services in the primary language of the women:** The legal accompaniment not only was provided in the language of the women, but also based on individual needs of the women. The WJI educator shared how she lets women talk to build trust and then when they mention violence they are experiencing, is when she offers support. The legal advocates shared several examples of how WJI supported their individualized concerns. One of them was afraid to leave her house because her husband would get angry, so WJI arranged for a phone consultation. Another, a single mother, with internalized shame felt like she didn't qualify to be a part of the project but was assured she could participate by the educator.

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*“They [WJI] are doing a great job with women victims of violence, they speak their language... sometimes when women come to the station to report violence, we advise them to also come to the DMM, to get more information and support.” –Municipal Police Chief*

*“In this case, it's an indigenous woman who helps another indigenous woman, and generally, in other places, it's not this way or it's an indigenous woman from somewhere else” –Paralegal Officer*

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**The legal support services were cited as the most critically important:** Representatives of the municipal protection network, the Director of the DMM, Community Advocates, and female participants all expressed that the legal services were the most critically important service that WJI offered.

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*“Truly, this [legal services] program is essential because they [WJI] are the only ones that offer it, if they go, we are left unprotected. Imagine, we’d have to refer victims all the way to Chimaltenango and many women wouldn’t go, because it’s not just one visit, you have to make several visits to keep the case going.” –MP, municipal representative*

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**The community action planning regarding VAWG prevention wasn’t deemed as most relevant for community leaders:** The community leaders who participate in community development councils (COCODES) indicated that they were too busy and less interested in justice work, that this did not correspond to their leadership functions or the most urgent needs for their community, even denying that VAWG was a problem. However, the *alcaldías auxiliares* recognized their role in being community counselors and often they are the ones who decide if a case of VAWG should be referred to a public authority. Therefore, their involvement is extremely important; however, an important consideration about the reluctance of community leaders in participating in actions to prevent and address VAWG is because they may be perpetrators themselves and do not support gender equality in their communities. Community leaders are often very keen to participate in infrastructure projects in their communities but demonstrate much less interest in social justice or development projects.

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*“For me, the only issue is that it requires time, and we don’t have time to participate... For me, this is important to know, but truthfully, the problem we have here is water, that is what we really need... The violence against women here is not the same as other places... I don’t see those cases here, you all started this work so that women would understand, and their husbands, just that.” –community leaders from Pamanzana*

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**WJI addressed and mitigated many of the risks anticipated in the project document and addressed others:** In the original project document, WJI anticipated the following risks: national and local elections that could generate instability, difficulties in transportation during religious or traditional holidays or political instability / threats, challenges in mobilizing government counterparts due to political interests, mistrust by community leaders, and stigma related to female leadership. Among these risks, the change in municipal leadership had the most significant impact when new leadership didn’t recognize WJI’s work and previous collaboration with the DMM. This required a new negotiation to reestablish relationships and use of a space in the municipality. Other risks were mitigated or addressed with clear communication and anticipated planning and did not significantly disrupt project actions. Other risks identified and addressed to a certain degree included a women’s risk for increased violence when seeking justice services and increased rates of VAWG during COVID-19 lockdowns (see next key finding).

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*“The elections happened right in the middle of this project, and it ended up being challenging for us because of the change in the mayor and the head of the DMM, and unfortunately, our main contact [in the municipal government] passed away from COVID, so that was an unexpected challenge. We were able to negotiate with the new mayor and the DMM... then it was just the challenge of COVID that made it harder to reestablish our presence in the municipality when we returned to in-person activities.” –WJI Executive Director*

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**Several adaptations were made to accommodate COVID-19 stipulations:** The principle unanticipated challenge was the COVID-19 pandemic. Among the adaptations made to accommodate shifting regulations and increased risk for women included the following: legal counsel offered by phone; reducing the number and frequency of the sessions for the rights education and the legal advocacy training programs; and offering masks, food, and basic supplies for project participants to protect against COVID-19 and mitigate the effects on livelihoods due to restrictions. In order to comply with safety measures in all project activities, participants were split into smaller groups, which required more time and travel to facilitate sessions.

### *(iii) Effectiveness*

A large part of evaluating the effectiveness was measuring the degree by which targets were met for project indicators and the completion of planned activities. WJI reported the achievement of project reach (beneficiaries per key project strategy) and achievement (% achieved of the project targets per indicator) in their final report. Beneficiaries included legal literacy course participants, legal services clients, Community Advocates, recipients of informative talks by Community Advocates, community members attending Community Action Plan meetings, community leaders, municipal service providers, police, and indirect beneficiaries. Outcomes were measured with pre and post knowledge, attitude, and behavior tests with female participants and community leaders. Outputs were measured by the number of people reached with specific project strategies.

The evaluator held a meeting with the WJI Monitoring and Evaluation coordinator to review the data sources for the indicators and verify these achievement numbers. Results of this analysis are shown in the indicator matrix, Annex 4. The project’s effectiveness to reach all project targets was partially affected by the COVID-19 pandemic. In summary, of the 21 indicators that were used to measure project reach and achievement, nine achieved or exceeded the final project targets, nine nearly reached project targets (by at least 75%), and three indicators did not reach their project targets. These three are the following:

- No. of recipients of informative talks by Community Advocates: achieved 409 of the targeted 809 (49%)
- No. of community members attending community action planning meetings: achieved 650 of the targeted 1440 (45%)
- No. of women from the municipality of Tecpán that receive legal accompaniment from Community Advocates: achieved 13 of the targeted 180 (7%)

The principal reason for not achieving these targets was because of restrictions and delays due to COVID-19. Community Advocate training was delayed, and they were not able to function effectively as advocates offering informative talks or legal accompaniment to women in their communities. Also, community assemblies did not allow for large gatherings and were much less frequent than originally planned.

Beyond the achievement of targets by indicators, the evaluation also explored factors that led to effective project implementation and achievement of these targets, as well as challenges and obstacles. These are summarized below.

## Factors for success:

- **Collaboration with key local actors for legal and protection services:** The municipal-level PNC, MP, and justice officials referred women to WJI directly for support in navigating legal services. The legal support on a municipal level is mostly helping women in their native language to understand the process to report cases of violence and the paperwork required to file for child support and alimony on a municipal level. Legal support for criminal investigation and sentencing often requires departmental level support.
- **Making agreements / asking permission from local leaders:** The agreements established with both mayors were critical to gaining municipal support for the project. Presenting the project and asking permission from community leaders, although they didn't actively participate, ensured their approval and passive support for the project e.g., approving the use of community spaces.
- **Educational and pedagogical materials that are continuously improved:** Field educators are prepared to deliver information and facilitate sessions with participants using field guides and manuals that are continuously adapted for improvement based on iterative learning about what works best.
- **Community Advocates were key facilitators for community-level implementation.** Although advocates were not able to fully function in their roles as legal advocates, they did play an important role in identifying and convening female participants for the Women's Rights Education Program, co-facilitating these sessions, and supporting the implementation of the community action plans.
- **The use of multiple forms to offer legal counsel:** With the onset of lock-downs due to COVID-19, the legal team adapted to offer legal support through phone calls, text messaging, and voice messaging with the WJI paralegal. Once restrictions were loosened, these techniques were still used to reach more women more efficiently when feasible and ensuring the safety of the women.
- **Shared space in the DMM facilitated collaboration on multiple levels:** The shared space offered with the DMM, although with limitations, offered important connections and strengthened the capacity of the DMM and facilitated coordination within other offices of the municipality. It was located together with the office for children and youth; therefore, the WJI paralegal was also able to coordinate closely with this office to refer cases of violence against children or ask for related support. It also facilitated coordination with justice and protection actors outside the municipality, such as the justices and judges on a departmental level. When requests for information or support came from the DMM, rather than a private/civil society office, they were taken more seriously.
- **The community educator assigned to the project was from Tecpán:** This facilitated enormously contacts with key stakeholders and community leaders as well as the identification of Community Advocates and female participants in the Women's Rights Education program.

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*"I see a lot of victims of violence that need legal support for alimony, so immediately I refer them to her [WJI paralegal], it's so easy because she starts the process...I continuously send her victims, she's helped lots of cases. I need her to stay, she's very accessible and accompanies me to court" –MP representative*

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## Challenges:

- **The COVID-19 pandemic affected several programs:** Legal advocates did not have the opportunity to fully develop their capacity or community visibility to be effective. Their training was delayed and cut short due to COVID-19 restrictions, which affected their professional development and capacity to function as advocates in their communities. Beneficiaries of legal services consulted were unaware of the advocates in their communities. Pauses to in-person activities due to COVID-19 affected continued participation in the Women's Rights Education program. This required extra effort to identify participants again and re-motivate their participation.

- **Community leaders' disinterest in community action planning regarding VAWG** limited the development and implementation of community action plans. Some community leaders when approached initially did not accept the project because they did not recognize the value—this was the case in two communities. There was an expectation by some community leaders and members that they would receive supplies or material assets in exchange for their participation. This was the reason why WJI did not work with two of the communities and why some women were not interested in participating in the activities.
- **The needs of violence survivors are diverse and difficult to offer integral support:** Other than the need for legal support, they often leave their homes and access to land, lose childcare support from mothers-in-law, and need economic and psychosocial support, among other services.
- **The casework load is too much for one paralegal to manage:** There was a much higher than expected demand for legal services in Tecpán and more advanced or complex cases that required more time by the WJI paralegal. Furthermore, women from surrounding departments (Quiché, Sololá, and Totonicapán) also sought services in Tecpán. This was due to both the different legal needs of women in Tecpán as well as COVID-19 as casework was significantly higher due to the backlog after courts were closed or worked remotely during the pandemic.
- **The rotation of public officials interrupted activities and required a need to renew relationships and agreements:** This was specifically the case for the new mayor and municipal workers with the DMM, but high rotation in security and justice officials also required the legal team to have to reestablish critical relationships and adapt to their preferences. The new Justice of the Peace, for example, changed several protocols which made seeking justice services for cases of violence more challenging.
- **The space in the DMM offered by the second mayor/municipal administration was not private:** The space was shared with the Youth Office in an area where multiple people could overhear conversations, which did not offer adequate privacy for women.
- **Work schedules, male partners, mothers-in-law sometimes limited women's participation:** Women reported not being able to participate due to these factors which affected their continuation in the Women's Rights Education program and training as Community Advocates.
- **Differences in perceived responsibility to offer legal services outside regular office hours:** The police station reported that they receive more complaints for VAWG outside regular office hours and they cannot rely on the support from WJI or others to facilitate language or legal accompaniment for women that come in during that time. However, WJI recognized that this is the obligation of the government to offer this support and WJI should not be responsible for the lack of capacity or resources to provide language interpretation or legal services when WJI's offices are closed.
- **Community Advocates expressed challenges when replicating information about family planning:** some women discontinued their participation, or their male partners did not allow them to continue participating in the Women's Rights Education program when family planning was addressed.

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*"The primary difficulty was the pandemic... if it wasn't for the pandemic, we would have extended our reach, because we worked on a very limited level" –Community Advocate*

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*“We know that one of the limitations in the communities is that women don’t have the time or sometimes they have the time and the desire, but not the permission from their husbands or sometimes it’s the in-laws that limit them.” –WJI Community Advocates coordinator*

*“We need psychological services for victims because they are traumatized, and they stay that way. We don’t offer recovery services for the victim; this is lacking in the service.” –DMM Director*

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*Culmination ceremony for the Women’s Rights Education Program, photo credit: James Rodriguez, mimundo.org*

#### ***(iv) Efficiency***

To measure efficiency, the evaluation asked WJI staff to reflect on the level of effort and investment required by different project strategies and compare that to what was produced. Operational inputs and outputs of program implementation were also considered: monitoring and evaluation, internal communications, human resources, etc. The project demonstrated efficiency in terms of the high value of return on investment for some activities, and lower efficiency for activities with fewer results.

**More demand for legal support and increased complexity of the cases required more time and effort by the legal team:** The paralegal reported that cases would require an average of 11 days per case of her time. The beneficiaries of legal services reported that the process to acquire child support from their ex-partners took between six months and three years.

**Community visits to offer legal support generated a demand for legal services; however, they were very time-intensive:** Around 14% of legal services in Tecpán resulted from community visits; these sessions



offered one-on-one attention and reduced transportation barriers women may have faced. However, as reported by the WJI paralegal, they were time-consuming and oftentimes few women participated. She indicated that it was more effective to have community educators call her while they were in the communities for planned visits or communicate by voice/text message.

**The use of phone calls and voice/text messaging for legal support were more time efficient;** but only effective when women had access to phone credit, internet service, and it was safe for them to communicate this way out of earshot from perpetrators or others who may put their safety at risk.

**The WJI paralegal dedicated much time to the communications, trainings, and coordination of the municipal protection network and participation in the departmental referral network:** She supported the establishment of the municipal network, which required logistical support. She also received multiple requests for trainings from several of the participating institutions.

**The field team invested significant effort in attempts to engage community leaders in community action planning with little results:** Eight of the 12 communities produced action plans, but their development and implementation fell mostly to Community Advocates. Of the nine community leaders who were consulted from two communities in the evaluation, none of them recalled any community action planning conducted in those two communities.

**The budget to train and offer incentives to Community Advocates is more costly than traditional community leadership development, but the benefits outweigh this cost:** Based on WJI's previous experience, they have identified that community volunteers need an economic incentive beyond a social incentive for their participation to ensure they can cover the costs of transportation and lost work when attending project activities and motivate their continued support. Also, continued support to strengthen their leadership and technical skills requires more than 2 years.

**In terms of efficient use of resources, the project spent all funds,** plus an additional \$901.92 USD, with small variances in budget line items within 10% of the budget. Disbursements based on milestone achievements came slightly before or after milestone dates. During the six-month no-cost extension, WJI used their own funds to cover the salary costs that were no longer available.

### *(v) Impact*

Impact is notoriously difficult to assess, especially if the project has closed relatively recently. In this case, the project ended in July 2021 and WJI received funding to continue supporting project initiatives on a smaller scale. Therefore, impact was evaluated in terms of the degree by which the project set in place the mechanisms that could have potential long-term impact if they were sustained. To explore this, the evaluation consulted all stakeholders in interviews and focus groups on the most significant change they felt/observed through the process and the effect on the lives and communities involved related to each of the project outcomes. Key findings demonstrate that the project had most impact in strengthening relationships and linkages between communities and legal support services.

**Educational efforts help women to understand their sexual and reproductive health rights and the right to a life free of violence:** WJI staff spoke about how educational efforts begin with awareness raising about several rights and addressing taboo topics, such as family planning. Women often don't recognize that a life free from violence is a right or that they are even experiencing violence because of its normalization or internalized shame. This awareness is an important step in the lives of many women before they report violence, and this drives their motivation to seek justice.

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*“We find that women don’t seek legal services just because they exist... there’s not an understanding of what protections exist and what their rights are and nor is there a recognition of individual women as valued members of a community who have rights... the legal literacy component and empowerment piece of it around self-esteem and communication is really critical to ensure women... not only know their rights but begin to use and shape the law too. –WJI Executive Director*

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*Training of service providers, photo credit: WJI*

**Community Advocates and participants of the rights education program are survivors who support other women to seek justice:** Nearly all Community Advocates are survivors themselves and were supported by WJI to recognize this violence and get support they needed. They are now motivated leaders in their communities to support other women as well. Advocates shared several stories of how they offer information to their neighbors and family, strangers on buses, and their children about their rights and how to access protection and justice services, often referring women to WJI. In one case, the daughter of a community advocate signed up for the WJI youth program and is now a youth leader for rights education.

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*“[WJI] helped me to help other women that are experiencing different types of violence, even when they don’t realize it. Before, I was very timid, now, I am opening up” –Community Advocate*

*“I have a friend who separated from her husband... who went to the judge and the judge said he wasn’t going to do anything, so I said, ‘go to WJI, they will get him to pay alimony for all the abuse you suffered, it’s not fair.’” –participant of the rights education program*

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**A municipal network for the protection against violence for women and children was established with WJI’s support.** This was an impact not anticipated or planned within the original project plan, but rather arose from interest and need to improve coordination among municipal-level actors to support actions related to VAWG. This network was meant to model the departmental victim’s referral network and included representatives from the MP, PNC, Justice of the Peace, DMM and other municipal actors, health center, and other civil society actors. WJI helped to form this network, coordinate meetings, and convene actors to participate.

**The shared space with the DMM proved to be much more than just an opportunity to work closely.** WJI helped to elevate and extend the services the DMM offered, drawing more attention to the office and more women to seek the services. The DMM Director also learned about legal support services from WJI. The WJI paralegal benefited from the recognition of the DMM and municipal support when convening different interinstitutional bodies for coordination and requesting information and support. The space, although with its challenges, is centralized and easily identified by women seeking legal support. It also offers potential for sustainability when the DMM and municipality recognize the value of legal counsel and make efforts to prioritize this support in their municipal planning and budgets. WJI should continue to negotiate space with municipalities in coordination with the DMM in future projects and municipalities.

**Improved protection and justice services with increased coordination and legal support:** Institutional actors consulted reported motivation to improve services for victims of VAWG, active participation in the municipal-level advocacy and referral network, and close coordination with the WJI legal team for the referral of cases.

**Individualized legal accompaniment and counsel that built trust by women in the protection and justice system:** This motivates a continued demand for effective services and promotion among other women to report and seek support, which promotes democratic values of justice.

#### *(vi) Sustainability*

Measuring sustainability went beyond measuring the degree by which actions promoted by the project are continued by local actors, but rather explored how local actors have adapted the implementation of key strategies to make them their own and how that does / does not sustain the desired effect. The project influenced sustained capacity and linkages as demonstrated in the following key findings.

**Community Advocates as permanent sources of information and referral support:** the Community Advocate model is designed so that these community leaders offer both rights-based educational information and support women to seek legal support. Advocates showed strong motivation to continue to support women in their communities and many of them had assumed the facilitation responsibilities of the Women’s Rights Education program with groups of women in their communities when field technicians began working in other municipalities and also facilitate the Girls Adolescent Program in Tecpán after project close. However, some advocates reported that this was necessary only because WJI technicians were not available. Given the challenges due COVID-19 and the time/resources required to adequately train and sustain community capacity, these advocates are not fully autonomous; however, they represent a strong potential platform for sustained community resources.

**Strengthening the capacity of the DMM to offer continued legal counseling and accompaniment:** The project worked closely with the DMM, sharing a space in the municipality, and sharing information and contacts. The Director of the DMM reported learning from WJI about legal counseling but expressed she did not have enough knowledge or skills to continue the work. The DMM carries out much of their community outreach through a network of women leaders and she expressed interest in involving them in WJI's work. However, as an organizational policy, WJI does not work closely with DMM community leaders because they are often viewed as political actors and WJI wants to avoid having their work politicized. The DMM director also reported not having access to case files that the WJI paralegal managed. To get information about specific women, she would request that from WJI. As an institutional policy to protect privacy and safety, WJI does not share case files.

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*"I didn't know about these topics when I started in the DMM...how to prevent violence and the justice system, I have learned a lot from WJI" –Director of the DMM*

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**The municipal protection network is a platform for continued interinstitutional coordination:** However, it is WJI and another civil society organization (ICCP) that support the logistic and convening of members and do not have long-term presence in the municipality.

**WJI's continued presence in Tecpán:** Despite having completed the project, WJI is committed to continue support for key project strategies in Tecpán as viable. This includes the current caseload that the legal team is managing and follow-up with Community Advocates for their participation in a youth program.

#### *(vii) UNDEF added value*

The added value that UNDEF offered to WJI and the project was explored through interviews with WJI staff; specifically, the emphasis on the relationship between justice services for women and girls and democratization as well as other value-add elements. UNDEF supported a project design that promoted democratic principles, which was reflected in the rights-based intervention strategies of the project. The project showcased this added value through educational curriculums and key messages to participants. Also, UNDEF allowed for flexibility in adapting budget and project strategies to accommodate COVID-19 pandemic-related adjustments. Specifically, WJI used project budget to deliver food and essential assets to participants to alleviate some of the economic impacts of COVID-19 restrictions and allowed for a 6-month extension to continue project activities that were delayed due to COVID-19.

#### *(viii) UNDEF visibility*

WJI ensured UNDEF visibility in project materials and communications. The evaluator reviewed 44 project materials to determine UNDEF visibility: these included field data collection instruments, participant booklets, posters, workshop materials, training materials, and reports. Of these, 35 had the UNDEF logo or mention of UNDEF support. As for online visibility, credit to UNDEF was given on three posts on the WJI Facebook that refer to the project and the UNDEF logo is included on the website as a key alliance. WJI indicated that all of the materials given to program participants included the UNDEF logo and reference UNDEF as a supporter of the project.

## V. CONCLUSIONS AND RECOMMENDATIONS

The following table offers a summary of key conclusions that give way to recommendations for future programming.

Conclusion	Recommendation
<p><b>Coherence:</b> The original project document refers to violence against women <i>and girls</i>. Although a significant portion of participants were women under 18 (16% in the legal literacy course and 6% of those that received legal services), there were no specific actions that targeted the differentiated needs and interests of youth and girls.</p>	<p>Future projects that include objectives to address violence against girls should also include specific actions targeted for young women and girls, involving them as active participants / beneficiaries in ways that address their differentiated needs. WJI has a program for Adolescent Youth that addressed this specifically.</p>
<p><b>Relevance:</b> Although there were efforts to strengthen the capacity of DMM, there is still much dependency on WJI to offer critical legal services to women.</p> <p><b>Efficiency:</b> Also, Community Advocates and rights education participants refer women mostly to WJI directly, which only increases the labor load on the legal service team.</p>	<p>The changes in leadership in the municipality and DMM presented challenges in this regard; however, key strategies can foster sustainability despite these challenges:</p> <ul style="list-style-type: none"> <li>• Involve DMM and other municipal staff in the Women’s Rights Education Program</li> <li>• Establish a mentoring agreement with the municipality that the DMM Director would accompany the WJI paralegal for a certain number of days/hours each week</li> <li>• Pay the salary for a coordinator or a legal assistant in the DMM which the municipality would then incrementally assume the responsibility for by 100% at the end of the project.</li> <li>• Ensure case management data is shared with DMM and integrated into their database</li> <li>• Link the legal advocates more closely to the community leaders / programs with the DMM</li> </ul>
<p><b>Relevance:</b> One of the challenges faced by women seeking justice services is the fear of their perpetrators becoming aware of their reporting the violence by walking into a municipal office or seeking counsel from a community advocate.</p>	<p>WJI is aware of this risk and takes certain measures to protect women from increased violence, such as holding office hours on market days. Additional measures could be considered to ensure women feel safe seeking legal counsel from WJI.</p>
<p><b>Relevance:</b> Advocates and survivors expressed that their internalized shame and feelings of unworthiness held them back from seeking support.</p>	<p>WJI may consider key messages in the rights promotion program that address stigma and factors of exclusion/shame (single motherhood, disability, being from another community/linguistic background, sexual orientation, etc.)</p>
<p><b>Relevance:</b> Although there were some reported actions to collect and adapt program strategies based on feedback from project participants, a community feedback mechanism is not systematically or consistently integrated into regular programming / M&amp;E system.</p>	<p>Feedback loops with project participants can be implemented in a number of ways: periodic focus group discussions with participants to reflect on project relevance for their lives, quick feedback questions integrated into project monitoring tools (i.e., What did you like best about this workshop?), a contact number circulated among participants with open invite to send questions and suggestions, community bulletin boards to report project results in public spaces, concise reports delivered to key stakeholders on project results, project close-out activities</p>

	report and circulations of final results, community forums, etc. WJI may consider asking community stakeholders what mechanisms they would prefer to share feedback and get project information.
<b>Relevance:</b> Although the space offered in the DMM allowed for coordination within and outside the municipality, it was not adequate for private consultations.	Given the recognized value of the legal services provided in the DMM by the municipality, this can be used as a bargaining chip to request more adequate space. WJI may also consider including budget for supporting the equipment/space improvement in future projects to help negotiate space.
<b>Relevance:</b> Male partners and in-laws have important influence over women’s ability to participate in project activities and important gatekeepers to seek justice services.	WJI may consider integrating strategies that promote “new masculinities” for groups of men and male community leaders to address the fundamental beliefs around gender that foster violence or coordinate with organizations that specialize in these efforts.
<b>Effectiveness:</b> Community leaders, “ <i>alcaldía indígena</i> ” are essentially the gatekeepers for cases of VAWG in the communities. They are the ones who decide if a case should be referred to government authorities and are an essential actor in awareness/sensitization efforts and coordination for case management.	WJI should strengthen their efforts to involve these community leaders. Community action planning may not be the most effective strategy, but rather discussions and awareness building around legal pathways and the direct implications on them for human rights violations. Community leaders should also be more aware of who the Community Advocates are in their community for coordinated support in referrals and follow-up on cases of VAWG when appropriate.
<b>Effectiveness:</b> Community Advocates demonstrated strong interest and commitment to prevent and address VAWG	Their potential for bigger impact and reach could be optimized with the following: <ul style="list-style-type: none"> <li>• Their participation in the municipal-level protection network</li> <li>• Their stronger linkage to DMM and community leadership program</li> <li>• An internal leadership body that supports the communication and convening them for activities, rather than depending on WJI</li> </ul>
<b>Efficiency:</b> There is much more demand for legal support services in Tecpán that one paralegal can offer	This workload could be shared or reduced with the following strategies: <ul style="list-style-type: none"> <li>• Mentoring the DMM to learn and practice legal support services</li> <li>• Offering more virtual counseling services</li> <li>• Transferring the responsibilities in interinstitutional training / coordination to other educators</li> <li>• Focus on legal support for new cases brought in through the communities, rather than supporting institutional partners to do their job</li> </ul>
<b>Efficiency:</b> WJI had a psychologist on staff to offer psychosocial support services, but this was not integrated as a key project strategy or backed with budget. Victims were referred to her for services, but this was not her exclusive job—she was the Community Advocates Coordinator, so she was not able to consistently offer this service.	Future projects should consider contracted a person exclusively for this service.

<p><b>Impact:</b> WJI works with a number of institutions on municipal or departmental levels to coordinate referral services; however, there is still much need to support violence survivors' multiple needs in housing, income-generation, childcare, and psychosocial support.</p>	<p>Institutional networks could include more integrated services for women or WJI could establish agreements with other organizations that offer support in these areas.</p>
<p><b>Sustainability:</b> Community Advocates took on the responsibility of facilitating sessions for the Women's Rights Program without the presence of field educators which demonstrates sustainability of their commitment and capacity. Establishing Community Advocates as co-facilitators of the Women's Rights Education program is part of the design of the training; however, this was not clearly understood by the Community Advocates consulted. They understood this as a way to cover for the field technician's absence.</p>	<p>Clear messaging from the beginning of the training process should communicate co-facilitation throughout their training, this could begin with minimal co-facilitation on their part and slowly scaling up their responsibility to eventually assume full facilitation, which will promote this leadership with clear expectations about their continued support.</p>
<p><b>Sustainability:</b> WJI coordinated with key stakeholders throughout the project and helped to establish a municipal-level advocacy and referral network; however, many of these actors were not aware that the project had closed and WJI was only offering limited services.</p>	<p>A close-out plan should include activities that communicate project close-out and the circulation of final results. The continued actions of WJI beyond project close-out can also be communicated during this time to demonstrate long-term commitment to actors and dispel any confusion about changing / shifting interventions.</p>

## VI. LESSONS LEARNED

Based on the above conclusions and recommendations, the following key lessons learned from the project could be applied to other projects in indigenous communities of Guatemala or replicable for projects related to justice for GBV.

- **Strategies should be embedded in the project design to foster linkages wherever possible between key actors and participants in the project.** This could mean co-creation, networking, and/or joint activities between community-level promoters, local leadership, and institutional networks that strengthen their capacity and motivation for a desired behavior change.
- **Risk assessments can include a do no harm analysis:** WJI had a risk assessment which identified potential risks to not achieving project targets. A risk assessment could also be expanded to identify potential risks to participants for their participation in the project. These risks can be identified initially and then continuously monitored throughout project implementation through feedback mechanisms and special studies.
- **Community advocates have the potential to be a powerful support network for supporting community awareness, navigating victims to justice services, and play a role in restorative justice processes as a survivor rights group.** To optimize this potential, community advocates need institutional backing, continual skills training, linkages to institutional networks, and community recognition.

- **There is a strong demand for legal support services, which only increases by offering this service.** Projects must anticipate this growing demand and establish the mechanism to respond while also strengthening interinstitutional efforts to continuously provide these services.
- **Survivors of gender-based violence need integrated support services throughout the process to seek justice.** This often involves land titles, housing, childcare, income generation, and psychosocial support services. Established relationships with organizations that can offer these services will help women to access integrated support that they need.
- **Community leaders can be important gate keepers for justice services.** Community leaders often decide whether a case of VAWG should be reported to authorities outside the community, can be perpetrators of VAWG themselves, and yield high levels of influence in community perceptions of violence tolerance. These leaders need to be engaged meaningfully and strategically so that they, at a minimum, do not block justice processes.



## VII. ANNEXES

### *Annex 1: Evaluation matrix and questions*

DAC criterion	Evaluation Question	Related sub-questions	Data Source / Method
<b>Coherence</b>	1. How well did the project “fit”; i.e. to what extent was the project compatible with other projects and programs in related to justice for VAWG in Guatemala?	<p>Internal coherence:</p> <ul style="list-style-type: none"> <li>To what extent are there synergies and interlinkages between the project and other projects/initiatives carried out by WJI?</li> </ul> <p>External coherence:</p> <ul style="list-style-type: none"> <li>To what extent is there consistency with other actors’ initiatives involved in justice for VAWG in Guatemala?</li> <li>To what extent is there complementarity, harmonization and coordination between WJI/the project and other organizations/projects working in the context and on the same issue?</li> <li>To what extent is the project adding value while avoiding the duplication of efforts?</li> </ul>	<p>10 KIIs</p> <ul style="list-style-type: none"> <li>6 with WJI staff</li> <li>2 municipal justice/security authorities</li> <li>1 with municipal women’s office</li> <li>1 with civil society alliance</li> </ul>
<b>Relevance</b>	2. To what extent was the project, as designed and implemented, suited to the context in Tecpán and needs of female participants, community leaders, municipal authorities, and justice/security service providers?	<ul style="list-style-type: none"> <li>Were the expected outcomes of the project in line with the needs and priorities for democratic development, given the context?</li> <li>Did the proposed activities link up and provide the best approach to achieve the objective? (from PO note)</li> <li>Was there an adequate risk/mitigation strategy in place? (from PO note)</li> <li>Were relevant risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>	<p>10 KII with WJI staff, justice/security authorities, strategic alliances</p> <p>5 Focus groups discussions:</p> <ul style="list-style-type: none"> <li>Community Advocates</li> <li>female graduates of legal literacy program</li> <li>recipients of legal services,</li> <li>2 groups of community leaders</li> </ul>

<b>Effectiveness</b>	3. To what extent was the project, as implemented, able to contribute meaningfully to project outcomes?	<ul style="list-style-type: none"> <li>• To what extent have the project's outcomes been reached?</li> <li>• To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>• Were the project activities adequate to make progress towards the project outcomes?</li> <li>• What has the project achieved? Where did it fail to meet the outputs/targets identified in the project document, why was this?</li> <li>• Did rotation of project management staff have an impact on the effectiveness of project implementation? (from PO note)</li> </ul>	<p>Desk review of project documentation and data sources using checklist.</p> <p>KIIs with WJI staff</p>
<b>Efficiency</b>	4. To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> <li>• Was there a reasonable relationship between project inputs and project outputs?</li> <li>• Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>	<p>Desk review of project documentation and data sources.</p> <p>KIIs with WJI staff</p>
<b>Impact</b>	5. To what extent has the project put in place processes and procedures supporting the role of the public sector and civil society in contributing to justice for VAWG and ultimately, democratization?	<ul style="list-style-type: none"> <li>• To what extent has the contribution to the overall project objective and project outcomes had an impact on the specific problem the project aimed to address? More specifically,</li> <li>• Outcome 1: Has there been an increase in the knowledge of legal rights of 12 rural Maya women communities and has attitudes concerning a woman's right to live free from violence improved?</li> <li>• Outcome 2: Has the public sector's response to violence against women and girls at the community and municipal level strengthened?</li> <li>• Outcome 3: Has legal support been provided to 600 women related to VAWG and has women's economic rights been secured?</li> <li>• Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>• To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on justice for VAWG and democratization?</li> <li>• Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul>	<p>10 KII with WJI staff, justice/security authorities, strategic alliances</p> <p>5 Focus groups discussions with Community Advocates, female participants, and community leaders</p>

<b>Sustainability</b>	6. To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards more justice for VAWG and democratic development?	<ul style="list-style-type: none"> <li>• To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>• Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> <li>• What measures has the NGO put in place to ensure sustainability of achieved results?</li> </ul>	<p>10 KII with WJI staff, justice/security authorities, strategic alliances</p> <p>5 Focus groups discussions with Community Advocates, female participants, and community leaders</p>
<b>UNDEF added value</b>	7. To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>• What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders (government, NGOs, etc).</li> <li>• Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> <li>• How far did UNDEF funding provide added value to the work of Women's Justice Initiative?</li> </ul>	KIIs with WJI staff
<b>UNDEF visibility</b>	8. To what extent was UNDEF's support visible in project communications?	<ul style="list-style-type: none"> <li>• Is there evidence showing that UNDEF support in all printed materials distributed during the project?</li> <li>• Did UNDEF visibility appear in all project events organized by WJI?</li> </ul>	Desk review of project documentation

## Annex 2: Persons Interviewed

06 December 2021	
<ul style="list-style-type: none"> <li>Focus group with 9 Community Advocates</li> </ul>	Tecpán, Guatemala
07 December 2021	
KIIs with WJI staff: <ul style="list-style-type: none"> <li>Program Coordinator</li> <li>Paralegal Support</li> <li>Community Advocates Coordinator</li> <li>Field Educator</li> <li>Legal Director</li> <li>Meeting with MyE Coordinator to review project documents and data verification</li> </ul>	Patzún, Guatemala
08 December 2021	
<ul style="list-style-type: none"> <li>Participation in the Municipal-level advocacy and referral network meeting</li> <li>KIIs with justice and security authorities: Prosecutor's Office and National Civil Police</li> <li>KII with civil society alliance ICCP (Instituto de Estudios Comparados en Ciencias Penales)</li> <li>Focus group with 5 community leaders (<i>alcaldía auxiliares</i>)</li> </ul>	Tecpán, Guatemala Chrijuyú', Tecpán, Guatemala
09 December 2021	
<ul style="list-style-type: none"> <li>Visit and KII with the Director of the Municipal Women's Office (DMM)</li> <li>Focus group with 11 graduates of the legal literacy program</li> <li>Focus group with 4 community leaders (COCODEs)</li> </ul>	<ul style="list-style-type: none"> <li>Tecpán, Guatemala</li> <li>Asunción Manzanales, Tecpan</li> <li>Pamanzana, Tecpan</li> </ul>
10 December 2021	
<ul style="list-style-type: none"> <li>Focus group with 8 survivors/recipients of the legal services</li> </ul>	Tecpán, Guatemala
16 December 2021	
<ul style="list-style-type: none"> <li>KII with Executive Director, WJI</li> </ul>	Online videoconference

### *Annex 3: Acronyms*

CAP	Community Action Plan
DAC	Development Assistance Committee
DMM	Municipal Office for Women ( <i>Dirección Municipal de la Mujer</i> )
FGD	Focus group discussion
ICCP	<i>Instituto de Estudios Comparados en Ciencias Penales</i>
KII	Key informant interview
OECD	Organization for Economic Co-operation and Development
MP	Prosecutor's Office ( <i>Ministerio Público</i> )
PNC	National Civil Police ( <i>Policia Nacional Civil</i> )
PO	Programme Officer
Pop Council	Population Council
WJI	Women's Justice Initiative
UNDEF	United Nations Democracy Fund
VAWG	Violence against women and girls

### *Annex 4: Indicator matrix (next page)*

Project Element	Indicator	Target	Baseline	Achieved/ Endline as reported in project reports	% Achievement	Data Source	Notes on Data Verification
Beneficiaries	No. of Legal Literacy Course Participants	720 (100% women)	0	817	113%	participation lists with check marks per session participated, converted to a consolidated list of participant names	Consolidated list includes name, community and birthdate of all 817 participants
	No. of Legal Services Clients	600 (100% women)	0	513	86%	Initially used paper forms, then converted to digital form via KOBO toolbox	The database includes 428 women from Tecpán who received legal services but many of these are duplicates, so the total count of individuals is 304. There are an additional 293 women that received services from the hotline and 84 of these are overlapped with the 304 in the original database. Which calculates to a total of 513.
	No. of Community Advocates	24 (100% women)	0	26	108%	Signed attendance lists with name, phone number and signatures of the Community Advocates	26 names of Advocates on a consolidated list
	No. of Recipients of informative talks by Community Advocates	840 (100% women)	0	409	49%	Advocates monthly reports, converted to a consolidated database	15 scanned reports by the Community Advocates
	No. of Community members attending CAP meetings	1440 (50% women)	0	650	45%	No participant list. These were conducted in community assemblies. The number was counted and estimated by Community Advocates.	It would be better to have at least the report by the Community Advocates that estimated this number of participants.
	No. of Community Leaders (including elected officials and religious leaders)	120 (2% women)	0	111	93%	Hard copy participation lists have signatures, which were consolidated into a final list.	The consolidated list of community leaders includes 121 leaders, which differs from the 111 reported in the final report. Not all community leaders were input in the registry system at the time of calculation for the final report.
	No. of Municipal Service providers	15 (30% women)	0	26	173%	Participation lists (Annex 8 mid term report and annex 11 final report). Additional scanned participation lists. Consolidated database.	The consolidated list includes 46 police and 22 service providers for a total of 70, which is more than what was reported in the final report.  The DMM reported additional participation sheets post final reporting and there were added.
	No. of Police	40 (10% women)	0	31	78%		
	No. of Indirect Beneficiaries (general public)	9,000 (50% women)	0		0%	The target was calculated as 50% of the estimated population of the 12 communities	It would be a stronger measure to collect some data on indirect beneficiary exposure to the project.

Project Element	Indicator	Target	Baseline	Achieved/ Endline as reported in project reports	% Achievement	Data Source	Notes on Data Verification
Outcome 1	% of female participants do not believe it is justified for a man to abuse his partner	90%	16%	98%	109%	Results databases in Annex 1 and Annex 4 of Final report. Physical surveys and link to digital instrument	The way the indicator was interpreted / presented in the surveys was different from how it is defined in the original project document.
	% of female participants believe that if a man abuses his spouse, non-family members should intervene	75%	37%	92%	123%		The way the indicators was interpreted / presented in the survey was different from how it is defined in the original project document.
	% of female participants can name at least two places to seek help for VAWG	80%	32%	91%	114%		
Outcome 2	% of community leaders that can name at least two key tasks they should do when responding to cases of VAWG	60%	68%	86%	143%	Physical surveys and results database	The way the indicators was interpreted / presented in the surveys was different from how it is defined in the original project document.
	No. of communities have implemented Community Action Plans to address VAWG in their communities	8	0	8	100%	Physical agreements signed with community leaders.	Not available digitally
	No. of women referred to WJI for legal assistance by municipal service providers, police, and community leaders in Tecpán	180	0	148	82%		Database captures 147 of the cases that were referred by someone else
Outcome 3	No. of women from the municipality of Tecpán that experience increased access to justice through legal counselling and accompaniment from WJI's attorney and paralegals	600	0	513	86%	Initially used paper forms, then converted to digital form via KOBO toolbox	Same as indicator above, "No. of legal service clients"
	% of legal literacy course participants seek legal services from WJI's lawyers and paralegals.	30%	0%	26%	87%		Of the 817 who recieved legal services, 215 also participated in the legal literacy course
	No. of women from the municipality of Tecpán that receive legal accompaniment from Community Advocates.	180 (7-8 women by each advocate)	0	13	7%		List includes all 13 women
Output 1.3	No. of women who have increased legal literacy	1,560	0	1226	79%	participation lists with check marks per session participated, converted to a consolidated list of participant names	Consolidated list includes name, community and birthdate of 817 participants, plus 409 women reached by the community advocates.

Project Element	Indicator	Target	Baseline	Achieved/ Endline as reported in project reports	% Achievement	Data Source	Notes on Data Verification
<b>Output 2.1</b>	No. of municipal service providers and police officers that improve responses to cases of VAWG and utilize referral pathways.	55	0	57	104%	Participation lists (Annex 8 mid term report and annex 11 final report). Additional scanned participation lists. Consolidated database.	This is the sum of the municipal service providers and police that are reported above
<b>Output 2.2</b>	No. of leaders from 12 communities that increase access to justice for Maya women at the community level through training on VAWG and the development of Community Action Plans.	120	0	111	93%	Participation lists w signatures, Andrea will send consolidated database	Same comment for the indicator above, "No. of community leaders"
<b>Output 3.1</b>	No. of women who received legal support related to VAWG and securing women's rights	600	0	513	86%	Initially used paper forms, then converted to digital form via KOBO toolbox	Same comment for the indicator above, "No. of legal services clients"

9 green  
9 yellow  
3 red