



USAID
FROM THE AMERICAN PEOPLE

LOCAL GOVERNANCE/ NEXOS LOCALES PROJECT

REVISED YEAR ONE WORK PLAN

CONTRACT No. AID-520-C-14-00002

OCTOBER 2014

Revised April 30, 2015

LOCAL GOVERNANCE/ NEXOS LOCALES PROJECT

REVISED YEAR ONE WORK PLAN

Project Title: Nexos Locales Project

Sponsoring USAID office: USAID/Guatemala

Contract Number: AID-520-C-14-00002

COR: Andrew Lucas

Contractor: DAI

Date: October 2014
Revised April 30, 2015

INDEX

1. EXECUTIVE SUMMARY	4
1.1 BACKGROUND	4
1.2 GEOGRAPHIC APPROACH	4
1.3 RESULTS FRAMEWORK, OBJECTIVES AND OUTCOMES	5
2. PROJECT START-UP	6
3. LINKS WITH THE PREVIOUS PROJECT	7
3.1 SCOPE OF WORK AND REGIONAL FOCUS	7
3.2 LEVERAGING THE LEGACY OF THE PRIOR PROJECT	8
4. CROSS-CUTTING THEMES	10
4.1 GENDER & SOCIAL INCLUSION	10
4.2 INDIGENOUS PERSPECTIVE	11
4.3 YOUTH.....	13
4.4 FEED THE FUTURE PRINCIPLES.....	13
4.5 WESTERN HIGHLANDS INTEGRATED PROGRAM (WHIP)	14
4.6 2015 ELECTIONS.....	14
5. METHODOLOGY	16
5.1 STRATEGIC APPROACH TO YEAR ONE ACTIVITIES.....	16
5.2 SUSTAINABILITY	16
5.3 DIAGNOSTIC METHODOLOGY	17
5.4 INTERVENTION METHODOLOGY	17
6. ACTIVITIES	20
6.1 PROJECT MANAGEMENT	20
6.2 RESULT 1	21
6.3 RESULT 2	23
6.4 RESULT 3	25
6.5 RESULT 4	27
6.6 RESULT 5	29
6.7 RESULT 6	30

ACRONYMS

AGAAI	Guatemalan Association of Indigenous Mayors and Authorities
ANAM	National Association of Municipalities
CODEDE	Departmental Development Council
COMUDE	Municipal Development Council
CSO	Civil Society Organizations
DAFIM	Comprehensive Municipal Administrative Financial Directorate
LED	Local Economic Development
LAI	Law of Access to Information
IR	Intermediate Outcome
IFC	Financial Capacity Index
IUSI	Property Tax
LLR	Second Level Outcome
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
MAIP	Multi Annual Investment Plan
AOP	Annual Operations Plan
PM	Public Prosecution Office
SIAF	Integrated Financial Administration System
SEGEPLAN	Planning and Programming Presidential Secretariat
TSE	Supreme Electoral Tribunal
UAI	Public Information Access Units
UDAI	Internal Audit Unit
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

I.1 BACKGROUND

This report presents a revised Year One Work Plan for USAID's Local Governance/Nexos Locales Project (Contract No. AID-520-C-14-00002). The main body of this document lays out activities by result. Annex 1 contains the work plan tables. Annex 2 contains the Environmental Mitigation plan. Annex 3 provides a useful table of all cross-cutting considerations. Annex 4 provides the Year One budget. Annex 5 contains the technical exchange matrix.

Nexos Locales is a five-year project (three year base plus two option year periods) that began in July 2014. Implemented by DAI, the project is based in Quetzaltenango, Guatemala, and has two option years. Its primary goal is to strengthen municipalities in the Western Highlands of the country so they foster more responsive, inclusive, and effective socio-economic development while reducing local vulnerabilities such as food insecurity and natural disasters. In order to achieve this goal and the objectives of both USAID and other development partners, local governments must be able to better manage public resources and deliver services in an efficient and transparent manner. Strong and inclusive municipal governments are crucial for local development and are key to the sustainability of interventions supported by the United States Government (USG) in Guatemala.

Nexos Locales will contribute to USAID Guatemala's three primary development objectives: 1) Greater security and justice for citizens; 2) Improved levels of economic growth and social development in the Western Highlands; and 3) Improved management of natural resources to mitigate the impacts of global climate change. Nexos Locales will increase the capacity of local governments to raise revenue, respond to citizen concerns related to violence and security, food insecurity, and global climate change as well as to manage public resources in a participatory and financially sound manner. The project will partner with civil society organizations, local governments, and other USAID implementing partners to enhance the possibilities of collaboration between municipal and community actors, foster more representative and accountable governments, and improve the allocation of resources to community-identified and prioritized development activities.

Nexos Locales program activities will achieve six overarching and interrelated results across which program activities are structured. They include:

- **Result #01** – Sound public financial systems in place in order to promote transparency and permit participation by citizens in decision-making.
- **Result #02** – Strengthen civil society participation in social accountability processes.
- **Result #03** – Increased quality of potable water in thirty (30) Feed-the-Future (FtF) municipalities.
- **Result #04** – Local Development Plans established and implemented in order to improve food security and economic development.
- **Result#05** – Municipal Plans established to reduce climate change vulnerability and technical assistance provided for implementation of plans.
- **Result #06** – Capacity increased for the National Association of Municipalities (ANAM) and/or the Guatemalan Association of Indigenous Mayors and Authorities (AGAAI) to support municipal development and replicate successful models nationwide, including municipal crime prevention plans.

Importantly, Nexos Locales is funded through four distinct sources – Democracy & Governance Funding, Global Climate Change Funding, Global Health Funding, and Feed the Future Funding. These funding sources drive and define program activities. Cross-cutting issues of gender, youth, indigenous peoples, and the principles of Feed the Future (FtF) will be incorporated into program activities, as described below in the cross-cutting section.

I.2 GEOGRAPHIC APPROACH

The Western Highlands is Guatemala's region of greatest need. Nexos Locales will work collaboratively in the departments of Huehuetenango, San Marcos, Quetzaltenango, Totonicapán, and Quiché, and will concentrate activities

around the needs of agriculture, health, and educational programming. Citizen security and environmental programming will be a focus in municipalities and regions where there is greatest need.

I.3 RESULTS FRAMEWORK, OBJECTIVES AND OUTCOMES

The Nexos Locales Monitoring and Evaluation Plan has been submitted to USAID separately and includes details on the project results framework, proposed indicators, objectives and outcomes, and monitoring and evaluation systems and process. The plan is tied to the specific activities listed in this work plan.

2. PROJECT START-UP

Nexos Locales began on June 20, 2014, when USAID and DAI signed the contract. As part of its initial deliverables, DAI submitted a Start-Up Work Plan to USAID, which included a timeline for all activities during the June 20, 2014 - September 30, 2014 period. Progress against that work plan has been detailed in Nexos Locales' first Quarterly Report, submitted to USAID on October 15, 2014. Key achievements and activities include:

Project Start-Up

- Established and organized project offices in both Quetzaltenango and Huehuetenango.
- Completed project staffing, onboarding, and initial training.
- Began project equipment and service procurement.
- Initiated DAI's registration process in Guatemala.
- Customized project TAMIS and other IT systems for installation in November.
- Conducted entrance conference meetings with USAID.

Technical Activities Performed

- Conducted initial mapping of 30 target municipalities.
- Conducted entry point mapping of 30 target municipalities.
- Engaged ANAM and AGAAI and signed MOUs with them.
- Attended initial WHIP events and continued coordination with WHIP partners and USAID.
- Engaged key CSOs and community groups, including church representatives and volunteer associations, Fundación Conrado de la Cruz, Bárbara Ford Peace Center, MUNI K'AT, AMUTED, CEIPA, IDEMAYA, AMOYEB, ADAM, Group Link, and the Journalism Foundation for Development. A meeting was held on September 18, 2014 with said organizations, which all have presence and plans to work in the area of intervention, and who were previously identified for their experience in the topics outlined in the work plan, especially for their strong existing connections with communities. The objective of this activity was to develop an initial approach, and to invite groups to add their expertise to possible coordination efforts, especially around the themes of grants and RRFs. Other organizations were invited but could not attend due to roadblocks; however, this did not prevent their participation, as they expressed interest in participating and worked with us via e-mail. Among them were the Myrna Mack Foundation, AEMEDICH, and ASOCUCH from Huehuetenango.
- Engaged local counterparts such as ANAM, AGAI, Instituto Nacional de Administración Pública (INAP), SEGEPLAN, SEPREM and SESAN; local CSOs, including Muni-k'at, ADAM, CEIPA, Fundación Mirna Mack, FLACSO, Asociación Mujer Tejedora del Desarrollo (AMUTED), Asociación Maya Oyeb'ku (AMOYEB), Asociación de Organizaciones de los Cuchumatanes (ASOCUCH), Agencia de Servicios y Desarrollo Económico y Social de Huehuetenango (ADEL-ASDECOHUE), Asociación de Entidades Microregionales Aliadas para el Desarrollo Integral de Huehuetenango, Ixcán, Quiché, (AEMADIHIQ), Asociación Conrado de la Cruz; and other USAID implementing partners, such as HEPP, AGEXPORT and ANACAFE.
- Held a series of high-level meetings with the prior Nexos Locales project and with USAID. Key USAID meetings included those held with the HC3 Situation Analysis of SBCC for WHIP, and meetings with USAID activity managers in charge of economic growth, security & justice and education & health.
- Began working on procedures for Advisory Groups.
- Identified COCODEs that will benefit from technical assistance.

3. LINKS WITH THE PREVIOUS PROJECT

3.1 SCOPE OF WORK AND REGIONAL FOCUS

The predecessor USAID Local Governance Project, implemented by ARD-Tetra Tech, closed in September 2014. That project, which began in 2009, aimed to improve accountability and confidence in democratic governance in Guatemala by increasing the capacity of local governments to provide municipal services, promote economic development, and increase participation for more inclusive and transparent decision-making at the local level. It did so by supporting 13 local governments in the Eastern Dry Corridor region of the country, two municipal associations, central government agencies, and citizens. Geographically, the program was initially focused on the 13 municipalities in the east, and after a contract extension, incorporated and covered an additional 12 Feed the Future (FtF) municipalities in the Western Highlands. Nexos Locales covers a total of 30 municipalities in the Western Highlands, including 17 not covered by the previous project, including:

- Chiantla
- Jacaltenango
- San Sebastián Huehuetenango
- Todos Santos Cuchumatanes
- Concepción Huista
- San Antonio Huista
- La Libertad
- La Democracia
- Cuilco
- Santa Cruz Barillas
- Nuevo Progreso
- San Miguel Ixtahuacán
- Sibinal
- Tajumulco
- Zacualpa
- Momostenango
- Santa Lucía La Reforma

Given many of the similarities in scope and required approach, as well as the geographic overlap in 13 of 30 municipalities, Nexos Locales has taken steps to learn from and systematize successful experiences from the prior project in order to replicate them. However, Nexos Locales' role as the anchor project within USAID's WHIP strategy is significant, and distinguishes the program from its predecessor. USAID's mission-level focus on the Western Highlands will require the team to learn from the prior project but also to customize interventions to the unique regional considerations in play, as well as to adjust to and react to the important political considerations at play (the unaccompanied minor issue, for example). Geographically, the Huehuetenango region, perhaps the primary focus of the program, presents an unusual social, economic and cultural relations dynamic that links it strongly to Mexico's southeast. The same is true for the northern area of San Marcos. In both cases, the richness of the region's natural resources has attracted extraction-related investment that has caused major social unrest. Additionally, proximity to the border has attracted illicit trade, increased migration, and other significant security concerns. Nexos Locales' approach to working in these more difficult areas will by necessity need to be customized and tailored to the local context.

Likewise, Nexos Locales' civil society approach will need to reflect local realities and cultural norms. In Huehuetenango's case, for example, there are many civil society organizations that stress the need to refortify Local

Economic Development (LED) processes, while some more radical organizations continue to promote full autonomy. Working across this spectrum will require significant effort. Additionally, cultural norms, visions, and approaches will inform Nexos Locales' work in these highly indigenous communities; everything from working through traditional Mayan community consultation to approaching issues of governance and land will require Nexos Locales to conduct in-depth diagnosis and activity planning.

Lastly, and as detailed further below in the Methodology section, the highly localized contexts of language, culture, history, micro-climate, bio-diversity, economic base, soils, and regionalized climate change all present very unique challenges to working in the Western Highlands that cannot be tackled by a "one size fits all" approach. A development strategy that is suitable for the lowland portions of Chiantla, for example, would never be suitable for work in the top of the Cuchumatanes, given the differences in climate, economic strata, language, culture, access to education and water, and other factors. For this reason, particularly in community- water- landscape- ecology -climate interactions, Nexos Locales will conduct tailored interventions aimed at the specific circumstances and conditions of each community's culture, history, level of development, and interdependence on local resources and climate.

3.2 LEVERAGING THE LEGACY OF THE PRIOR PROJECT

Despite the differences in geographic focus between the two programs, it is clear that the prior project had important successes and employed successful models that Nexos Locales can learn from and leverage. In order to ensure continuity in activities, learn from successful implementation approaches of the prior project, and avoid the common brain drain associated with project closedown, Nexos Locales has actively reached out to and maintained contact with the predecessor project during its last two months of implementation. This included conducting several meetings with its COP Sylvia Davila and hosting an exchange meeting between technical staff on the two projects on August 19, 2014. During this meeting, Nexos Locales staff had the opportunity to learn more about specific technical interventions and outcomes of the predecessor project in Nexos Locales municipalities—particularly in San Marcos, Quetzaltenango, and Quiché—which the project can leverage, continue and immediately tackle. These include the following:

- Through the project's strategic implementation, municipal income improved in several municipalities, municipal public service regulations were updated, and property tax collection was implemented and supported by a geo-reference information system (GIS), which the municipalities are capacitated to use effectively. Technical assistance was provided to *Comprehensive Municipal Administrative Financial Directorates (DAFIM)*. Currently, 20 municipalities present their income and expenditures on their websites.
- Promotion of Local Economic Development and Food & Nutritional Security (LED/FNS) was possible through coordination with municipalities, government institutions and civil society, strengthening coordination within Municipal Food and Nutritional Security Commissions (COMUSAN). Also, the project trained promoters known as PROLOSANES, who are now supported by the Ministry of Health and the Health Center; they have full capacity to aid and guide local populations in Food & Nutritional Security (FNS). Surveillance sites were established to serve as early alert systems at the community level. These sites generate alerts and can detect risk based on the four FNS pillars. Surveillance sites are operating at the COCOSANES and COMUSAN level; follow-up consists of continuing to implement those sites where they still are non-existent.
- A sustainability mechanism was created through water and sanitation commissions and networks called RAS, coordinating community members. Chlorination systems were implemented in municipalities located in the rural and urban areas and some systems were refurbished. COMUDES were established there are now departmental Municipal Women's Offices that promote planning, preparing the AOP and budget assignment for FNS.

Annex 5 contains a table developed at the technical exchange meeting, with a more detailed explanation of other such successes, as well as suggestions for continuing, building off of, and leveraging USAID's investment in these municipalities. Nexos Locales has taken these suggestions into consideration in developing this Year One Work Plan, and will seek to continue or expand technical assistance wherever possible, in order to avoid losing momentum prior to elections. Immediate activities that Nexos Locales will undertake include:

- Working off of the materials provided by USAID and ARD-Tetra Tech, as well as through meetings with municipal leaders, conduct an in-depth inventory of models and strategies employed by the prior project, and an analysis of their applicability to the current project (October 2014 – December 2014).
- Confirm and immediately begin working off of the diagnostic needs assessments municipalities in Quiché conducted by the prior project (October 2014 – November 2014).
- Renew alliances with ANAM, AGAAI, WHIP, and other programs in order to program technical assistance interventions (October 2014 – December 2014).
- In the overlapping municipalities, measure municipal performance through geographic information systems (GIS) using the GIS platform developed by the prior project (ongoing).
- Promote and strengthen citizen participation at the municipal level, using the framework developed by the previous project on key units such as the Municipal Departments of Planning (DMP), Municipal Development Councils (COMUDE) and networks of Municipal Women's Offices (WMO), Municipal Commissions on Food and Nutritional Security, COMUSAN, among others. The framework consists of several guides published and transmitted through various channels, and training workshops implemented together with institutions such as INAP.
- Continuing the municipal public tourism policies made by the previous project and delivered to the respective municipal councils for municipalities Ixil (Nebaj, Chajul and Cotzal) area in the Department of Quiché (ongoing).
- Continue water governance models, treatment and delivery-driven systems in Quiché and San Marcos which the personnel of the current project (Cluster Manager and Outreach) are already engaged in by way of meetings undertaken with AGAAI and the municipal authorities of these municipalities (ongoing).

Additional and specific links between Year One activities and the previous project are described under each result, below.

In addition to consolidating gains in overlapping municipalities, in coordination with WHIP, Nexos Locales will seek to learn from and replicate successful strategies in new municipalities under the new program.

4. CROSS-CUTTING THEMES

4.1 GENDER & SOCIAL INCLUSION

4.1.A GENDER & SOCIAL INCLUSION PRIORITY

Gender and social inclusion is a priority of the United States Government, and USAID continues to play a leading role in that effort. It is also a cross-cutting theme for Nexos Locales and is linked to USAID Guatemala's DO2, as the project is strongly committed to income generation and inequality reduction among women. When considering equity, other vulnerable populations will also be considered in our work, including the LGBTI community, as well as disabled and indigenous people.

This work plan reflects the cross-cutting nature of gender in this project, and integrates USAID's agency-level gender and social inclusion principles throughout all activities, according to the Automated Directive System (ADS) 201. Nexos Locales' full Gender and Social Inclusion has been submitted to USAID separately; this section merely summarizes the key and high-level project initiatives aimed at ensuring gender integration and social inclusion.

According to USAID's 2009 Gender Assessment, barriers to participation in decision making at home and in the community are a fundamental aspect of gender inequality for women. Political and economic empowerment for women is therefore an important path for more equitable gender relations. The crux of Nexos Locales' gender approach is the theory that issues of power and political participation—in fact, issues of governance—cannot be separated from economic empowerment and access to resources, quality education and health services.

CDCS Guatemala contains a comprehensive approach for FtF and Global Health Initiatives (GHI) through which income generation and activities to change health and nutrition behavior will be directed to community participants throughout the Western Highlands.

Our multi-pronged strategy to integrate gender in project activities includes:

- **Engaging women and other vulnerable populations in the design and implementation of activities.** We understand the importance of women's participation in local development committees dealing with critical community initiatives, including those dealing with water, sanitation, disaster prevention, and municipal works and infrastructure. Nexos Locales will engage women and other vulnerable populations through the OMMs, Women's Commissions in the COMUDEs, national women's organizations with local representation or activities, church groups (which are well-attended by young women), and existing, locally organized women's economic development groups (such as the Cantel Estancia woman's group for household income generation). Women's participation will also be encouraged in COCODEs and CODEDEs, which have historically been dominated by men.
- **Understanding and incorporating gender considerations into program design.** This includes the very real and different challenges faced by women (discrimination, domestic violence, lack of rights etc) and girls (abuse, rape, sexual violence, lack of education etc), versus men and boys (recruitment into gangs, narco menace, etc) in the Western Highlands.
- **Measuring impact on men and women as well as other vulnerable populations.** Nexos Locales' proposed indicators, included in the M&E Plan, will be sex-disaggregated wherever practical, measuring any differentiation in outcome achievement.

- **Training staff and partners on gender and equity considerations and programming.** In-house understanding and capacity in gender mainstreaming will strengthen the project’s resolve to make certain that gender and equity considerations are taken into account from each step in activity planning, procurement, and grants administration. Nexos Locales will lead by example.
- **Incorporating gender and equity considerations into Grant Requests for Proposal (RFP).** We will include a requirement that proposed activities be in line with Nexos Locales gender and equity objectives as part of the approved activity. We will also include in the RFP an appropriately weighted technical evaluation criterion addressing the gender considerations specified in the statement, if applicable (ADS 301.3.5.15). (For grants, ADS 303.3.6.3).
- **Seeking out vocal women and encouraging them to serve as role models in community groups.** Nexos Locales will collaborate with programs working to build young women’s leadership skills (e.g., Population Council), to take advantage of the leaders they have already fostered and engage them in project activities.
- **Considerations of gender roles for both genders:** Nexos Locales will seek to provide training of youth in leadership skills that analyze and comprehend diversity and the changing roles of men and women. Likewise, involvement with the HEPP masculinity project will be sought where we work in alliances with this partner.

4.1.B GENDER AND SOCIAL INCLUSION ACTIVITIES

Throughout the work plan, Nexos Locales has planned activities to address issues recognized to traditionally and recently have a disproportionate effect on, or relation to, women and other vulnerable populations, such as indigenous communities and the disabled. These include access to water/water quality; family income generation and loss and other detrimental impacts related to climate change (direct and indirect effects on education, mental and physical health, nutrition, domestic tension, etc.); generation of income through local economic development strategies; civic participation; and adaptive capacity (knowledge, resource access, and incentive) for change and development. In order for development projects to be effective, all of these factors, including the provision of agricultural extension services for climate change adaptation (pest control, improved plant resistance, reduction of resource consumption in production, soil nutrition) and addressing barriers to valuation of women's work and fair market prices; must be considered in diagnostics and action design.

The specific activities that Nexos Locales will include over the course of the project which address gender equity and social inclusions issues are:

- Ensure that gender equity and social inclusion considerations are incorporated into all assessment and mapping activities included in the annual work plan.
- Empower women to strengthen their social and political organization as well as to increase their participation in COMUDEs, COCODEs, and other relevant groups.
- Strengthen leadership capacities and knowledge on integrated development in OMMs, focused on security and development of women food and nutrition topics.
- Promote and raise awareness in males on gender and social inclusion and equality regarding social, political, and economic opportunities for women and men. We anticipated that there is the potential for reaching young men through sports organizations by sharing positive messages about having equitable and respectful relationships with women.

Specific considerations for the gender and social inclusion perspective are included where especially relevant in the work plan; and Annex 3 provides a table of additional observations.

4.2 INDIGENOUS PERSPECTIVE

4.2.A INDIGENOUS PERSPECTIVE PRIORITY

As already mentioned, Nexos Locales’ geographic focus on the Western Highlands necessitates a culturally relevant and sensitive implementing approach to the communities in which the project will work. As another cross-cutting theme,

Nexos Locales will integrate indigenous considerations into all aspects of the project, from activity design to implementation to monitoring and evaluation.

From a staffing and project management perspective, Nexos Locales is committed to diversity and representation in project activities. Nexos Locales has hired staff representative of the various indigenous groups in the Western Highlands as well as the Ladino group to ensure that the project is perceived by all community members as unbiased and as representing the interests of the Western Highlands as a whole. Nexos Locales staff is currently 25% indigenous.

From a project strategy perspective, Nexos Locales is committed to seeking ways to bridge the enormous socio-economic gap between the Ladino group and indigenous communities, and to implement activities in ways that consider traditional indigenous values. Historically, the most disadvantaged communities in Guatemala (with respect to equality, access to resources, representation, income, nutrition, and security) are the indigenous populations. Worldwide, indigenous rights to ancestral lands, water and land resources, and equal treatment under law have been threatened by "resource grabbing" activities at the national and international level. These activities run completely counter to the more traditional, community-centered cosmo vision of the Maya, which values a connection to the land and respect for nature. Finding ways to bridge this gap will require openness to new ideas; bringing the indigenous perspective to the development of municipal plans, for example, might include including resource valuation in the planning cycle. This would involve assigning an economic value to the things of significant importance to Highlands indigenous communities, such as preservation of the hydrologic cycle (and the shadow cost of importing water, for example), biodiversity, soil nutrition maintenance (and the shadow cost of combating malnutrition in poor soil areas), and prevention of disaster (and the shadow cost of deforestation in areas of high disaster risk), so that they may be budgeted and accounted for at the municipal level. This effectively creates the framework for a sustainable resource management plan that could/should be considered the framework for strengthening local economic development plans (via payment for service options and conservation/integrated forestry management practices).

From a practical implementation perspective, Nexos Locales will take into account the very real constraints to participation faced by indigenous communities. Cultural considerations for language, knowledge transfer, barriers to travel, and often low adaptive capacity (background knowledge, access to own resources, incentive) will be considered in all activities requiring indigenous participation and acquisition/application of acquired knowledge. Responding to challenges faced by climate change in particular will require addressing systemic social problems around civic participation, lack of diversity in income generation, poor land use practices, access to education, gender inequality, etc. in order to reduce overall municipality vulnerability to climate change, all of which have incidence in the other 5 project results. One of the greatest challenges for each municipality will be ensuring that resource and service access for its indigenous population is equitable, sufficient, of quality, and affordable.

Finally, it is worth mentioning that Nexos Locales acknowledges that many of the diagnostics and action plans (watershed management, climate change adaptation/land use planning etc.) to be developed under the project touch on themes that are extremely delicate and volatile within Highland indigenous communities: water rights, transparency, and land rights among them. These issues are highly contentious, and have at times resulted in threats of and actual violence. Nexos Locales will handle these dialogues carefully, and with mutual respect and dialogue for and with the participating communities.

4.2.B INDIGENOUS PERSPECTIVE ACTIVITIES

Specific activities related to indigenous communities have been woven throughout the work plan.

Nexos Locales has also already undertaken significant initial activities in this area. As part of the process of consultations realized through the lens of the indigenous perspective, a meeting was held on September 10, 2014 with indigenous authorities of el Quiché, Escuintla, and Totonicapán; FODIGUA (Indigenous Development Fund) representatives; USAID personnel; the director and other personnel of the Local Governance Program/USAID; personnel of the Read and Learn Program; and WHIP representatives; among others. As part of the dialogue, indigenous authorities established short-term priorities according to the needs presented by the indigenous communities and possible mechanisms of coordination between associations of indigenous authorities and USAID programs. The result was the identification of the following priorities for Nexos Locales: youth, protection of forests and other natural resources, participation in public politics, food security and nutrition, better access to basic and diversified education and attention to children/youth outside of the formal education system, and such themes as development and the participation of women and the strengthening of coordination between ancestral authorities and municipal authorities. One of the elements of

greatest relevance in the meeting was the necessity of recognizing the work realized by the ancestral authorities in governance and the necessity of strengthening said indigenous authorities and their respective organizations.

In early October, another meeting was held with the goal of establishing concrete initiatives on behalf of the organizations, in which Chichicastenango indigenous authorities participated, as well as technical representatives from 48 communities of Totonicapán and from Palin, Escuintla. We will continue this work by outlining the incidence, level of participation, strengths and variety of expertise of the indigenous authorities identified through the program. An effort will be made during this analysis to characterize the exact roles that indigenous authorities play in the governance of various local governmental processes.

Specific considerations for the indigenous perspective are included where especially relevant in the work plan; and Annex 3 provides a table of additional observations. Additionally, the project planning methodology includes steps for training in resource valuation, a concept that can be extended to place economic value on the largely uncompensated contributions of both women and indigenous authorities, in themes such as the economic value to the community of child care, family planning, and social contributions of women; the saved cost of indigenous conflict mediation/ resolution to the judiciary system; the shadow pricing of forest maintenance and preservation in disaster prevention and maintenance of biodiversity and precipitation patterns; and the role/economic value of midwives in prevention of neonatal and maternal complications and mortality.

4.3 YOUTH

Nexus Locales understands the very critical role that youth will play in this project's success. Considerations for youth issues can be divided into two major areas: impact on youth by existing conditions (malnutrition, violence, lack of access to education), and places where youth involvement is especially relevant to consider. Activity by activity considerations are included in the work plan activities, below. The project will strengthen youth participation and integrate youth considerations into programming through:

- Conducting a youth assessment to help inform activity design and implementation, indicator development, and data collection and analysis.
- Developing a youth integration plan to ensure priority programming across the project.
- Engaging youth in the design and implementation of intervention, and ensuring that youth and youth organizations, such as Fundación de la Juventud and Paz Joven, are a force for positive change by providing them with opportunities to increase their participation and influence in public and civil life and with the tools required to be effective leaders.
- Including M&E indicators that are designed to measure Nexus Locales' progress toward achieving the outcomes specified in USAID's Youth in Development Policy.
- Training Nexus Locales staff to understand and present strategies for programming to overcome youth limitations.

Specific considerations for the youth perspective are included where especially relevant in the work plan; and Annex 3 provides a table of additional observations. The project will seek grant applications from qualified NGOs to train youth in the four regions in basic local governance participation and in project development and design. Youth training may cover civic participation, budget review, watershed management, economic development, sustainable resource development, waste management, gender and social inclusion, and climate change. These trainings will generate interest in civic participation among youth, and provide hands-on assistance at the community level in all stages of diagnosis, planning and implementation. It will also provide an excellent in-community platform for promotion, outreach, and public relations.

4.4 FEED THE FUTURE PRINCIPLES

Nexus Locales will consider the following principles while implementing the technical approach:

- Linking value chain activities with improved nutrition and dietary diversity.
- Changing food consumption behavior to encourage dietary diversity and improvement in childhood nutrition among target beneficiaries.
- Maximizing the likelihood of sustainability by working with municipal and community leaders.

- Recognizing the importance of the application of the Thousand Days Approach in addressing maternal and child health and chronic malnutrition.
- Coordinating with the private sector on technical, managerial, and financial support for integration of nutrition related activities into USAID-funded programming and investing in agriculture-related activities such as small infrastructure, or packing plants as an opportunity for job and income generation in the focus area.

4.5 WESTERN HIGHLANDS INTEGRATED PROGRAM (WHIP)

The Western Highlands Integrated Program (WHIP) is USAID’s conceptual framework for the collaborative implementation of USG-funded activities in the departments of Huehuetenango, San Marcos, Quetzaltenango, Totonicapán and Quiché. WHIP activities are designed to reduce poverty and chronic malnutrition through programs of food assistance, school feeding, applied agricultural research, improved access to quality health care, nutrition, increased agricultural income from high value horticulture crops and handicrafts, sustainable production systems, increased capacity to adapt to the impacts of climate change and strengthened local governance entities. WHIP recognizes the comparative advantages of USG-funded partners and seeks to harness and focus these resources and our partners’ productive access to communities and understanding of the development context to address poverty and chronic malnutrition. During the consultation/start-up phase, Nexos Locales completed a series of meetings with local partners in the Western highlands region to coordinate alliances and plans to achieve overall WHIP goals.

Nexos Locales is keenly aware of the important integrated role that the project plays in USAID Guatemala’s portfolio. As the Mission’s “anchor” program in the Western Highlands, the project has a critical collaborative role to play in ensuring that WHIP priorities are woven throughout implementation, and that activities are coordinated on and not duplicated, across implementing partners. Nexos Locales will maintain close relations, coordination and linkages with other USAID projects in the region, by participating in periodic meetings promoted by regional WHIP coordination with the purpose of identifying and coordinating actions that contribute to the implementation and the obtainment of expected outcome(s), but also to encourage the broader positive impact of the intervention in the Western Highlands.

In order to meet WHIP objectives, Nexos Locales will work through Area Advisory Committees comprised of CSOs, COCODEs, community organizations, the private sector, religious groups, academia and local governments (municipal authorities, COMUDEs, committees, associations, and mancomunidades), with the goal of designing activities and in order to ensure implementation is inclusive and relevant to the context.

4.6 2015 ELECTIONS

The Project had planned to adopt a project-wide and cross-cutting approach to election management, to ensure technical activities are timely and relevant. The slow start to project implementation, however, limited the project to only a few of the planned pre-electoral activities. These are/were:

- a training to municipal finance staff in standard operating procedures that must be developed or improved and remain in place through electoral transitions;
- a grant to ANAAM for transition planning with municipalities;
- a grant to CEIPA for youth advocacy efforts to place their issues on the agendas of both candidates and newly elected officials;
- budget analysis training to COCODES
- advocacy training to CSOs

Post-elections (September 2015 onward): Once elections are over, Nexos Locales will conduct a rapid assessment of local election results on a municipality-by-municipality basis. The assessment will identify those municipalities that elected new mayors and send Cluster Managers to meet with the new officials to, first, understand their priorities. Nexos Locales will revisit MOUs signed with municipal councils at the start of the project with new mayors (as the project will with re-elected officials). The original MOUs will stipulate that mayors, new or old, commit to holding post-election retreats with municipal council members and department heads. The retreats, facilitated by Nexos Locales, will bring new mayors up to speed on existing local government initiatives; allow reelected officials to revisit and assess them; and provide a space to prioritize community needs as well as internal capacity development needs within municipal administrations.

5. METHODOLOGY

The thirty municipalities in which Nexos Locales will operate have been grouped into three Regional Clusters and one Regional Sub-Cluster. Their grouping is as follows:

Table No. 2
Regional Cluster Integration

RC 1 Huehuetenango	RC 2 Quetzaltenango, Totonicapán Southern Quiché	RC 3 San Marcos
<ol style="list-style-type: none"> 1. Chiantla 2. Jacaltenango 3. San Sebastián Huehuetenango 4. Todos Santos Cuchumatanes 5. Cuilco 6. Concepción Huista 7. San Antonio Huista 8. La Libertad 9. La Democracia 10. Santa Cruz Barillas 	<ol style="list-style-type: none"> 1. San Juan Ostuncalco 2. Concepción Chiquirichapa 3. Momostenango 4. Santa Lucía La Reforma 5. Santo Tomás Chichicastenango 6. Zacualpa 	<ol style="list-style-type: none"> 1. Nuevo Progreso 2. San José El Rodeo 3. San Lorenzo 4. San Miguel Ixtahuacán 5. San Pablo 6. San Rafael Pie de la Cuesta 7. Sibinal 8. Tajumulco
<p>Sub/RCI North of Quiché</p> <ol style="list-style-type: none"> 1. Santa María Nebaj 2. Cunén 3. San Juan Cotzal 4. Sacapulas 5. Chajul 6. Uspantán 		<p style="text-align: right;"><i>Source: Prepared by Nexos Locales technical staff</i></p>

Regional Sub-Cluster 1 includes municipalities in the northern region of the Department of Quiché, due to limitations with access roads it will be covered from the Regional Cluster 1 with headquarters in Huehuetenango. Regional clusters 2 and 3 will be headquartered in Quetzaltenango.

5.1 STRATEGIC APPROACH TO YEAR ONE ACTIVITIES

Activities were selected for Year One based on their potential to position municipalities and the project to maintain maximum implementation momentum during the local elections transition (see cross-cutting activities, above). This will entail activities that build a knowledge base for subsequent implementation and prepare civil society and municipal staff to weather election transitions with minimal loss to gains made under this and the previous local government project.

5.2 SUSTAINABILITY

Nexos Locales is conscious of the important and significant effect of 2015 elections on project activities. To ensure the sustainability of initial project activities throughout Year One, Nexos Locales has developed a cross-cutting approach to managing implementation throughout the electoral cycle (see cross-cutting activities, above). Now that the project's grants manual has been approved by USAID, Nexos Locales will focus on civil society to prepare them to hold candidates accountable after they are elected and to help maintain as much momentum as possible among governance gains at the local level during recent years. These include activities such as training CSOs in advocacy techniques, supporting the development of transition plans for municipalities, and institutional strengthening for ANAM and AGAll. Through these activities, Nexos Locales will strengthen the ability of CSOs to advocate their needs to public servants in the months leading up to elections, when officials are most willing to listen and act.

Specifically for the Year One Work Plan, but also throughout the life of project, Nexos Locales will ensure the sustainability of technical advisory services by ensuring that scopes of work (SOW) for contracts and grants require that relevant services be provided through collaboration with local and national institutions that support local government administration, universities, and the many NGOs that work in areas of technical relevance to Nexos Locales.

5.3 DIAGNOSTIC METHODOLOGY

Implementation of Nexos Locales' ambitious technical agenda requires significant research and information, to both form some of the baseline data to measure project interventions and to design customized, relevant, and targeted technical assistance. To integrate and create complementarity between the various studies called for in the contract, and to ensure that there is consistency and not duplication across studies, Nexos Locales has designed a holistic diagnostic methodology to be applied across all six results. This cluster-wide, two-pronged approach was to be applied to two large diagnostics to be completed in Year One – the Result 1 PFM diagnostic, and the combined Results 3, 4 and 5 sector-specific diagnostic. Delays in developing the SOWs for these two studies resulted in a decision to conduct three, rather than two, studies.

The PFM study for Result 1 will remain as planned. The required diagnostics under Result 4, however, will be conducted as a second study that covers only one result. Given that the Nexos Locales' long term technical advisor/PFM specialist for Result 1 is now on board, DAI has decided to do this study in-house, with the assistance of local STTA under the supervision of the long term technical advisor. The studies under Results 3 and 5 will be conducted under a separate contract awarded through a competitive process. This decision was taken to accelerate this Result 2 study.

In all cases, the diagnostic methodology proposed includes two prongs:

The first prong involves mapping, gap analysis/study design, and categorization/ranking (October 2014 – February 2015):

- 1) **Mapping** – Each study began with a mapping exercise that identified:
 - Previous studies from which valid data, analysis, and conclusions could serve existing diagnostic needs.
 - All relevant data and other informational sources that could most quickly lead researchers to information needed. For example in many cases, interviews with outreach workers for the HEPP program or WHIP partners will prove potent sources of information. In other cases, national-level government institutions can offer a wealth of relevant information.
- 2) **Gap Analysis and Study Design** – The gap analysis identified areas where additional study is needed, and forms the basis for designing each study. Nexos Locales staff, and expat STTA (such as DAI PFM experts) are developing the parameters of each study to develop a SOW that specifies sources of technical assistance required for the study and outlines the basic steps required for the research methodology.
- 3) **Categorization/Ranking** – As a means of systematically approaching the study, the Nexos Locales team used available initial information to categorize all municipalities within each cluster by their likely level of capacity in the relevant technical area. By assigning each municipality to a category of low, medium, or high capacity, Nexos Locales is will be able to tailor diagnostic inputs appropriately.

The second prong entails the actual *studies themselves and full development of the of intervention strategy* (June 2015 – September 2015). The staff is using the working hypothesis that the municipalities not generally covered by WHIP projects and past Nexos Locales project are the ones that will need more effort in engaging, collection data and diagnostic.

5.4 INTERVENTION METHODOLOGY

5.4.A SEQUENCING

The delays in conducting the major studies planned for Year One are requiring the project to undertake or design many activities while the major studies are underway. The studies conducted under Year One will inform a process of sequencing technical assistance inputs for the full life of project. This said, one of the unexpected results of the delays in the diagnostic studies is that technical assistance will now be catered to and negotiated directly with the new incoming municipal authorities, who will assume their positions in January 2016. If the project had maintained its original schedule for the diagnostics and roll-out of technical assistance, Nexos Locales would have been in the position of negotiating technical assistance packages with potentially outgoing municipal administrations, and then of re-negotiating these same packages with any new municipal authorities.

The primary reason for the delay in undertaking the studies was a senior management decision to conduct a “pre-diagnostic,” perhaps most helpfully described as a cursory situational study across the first five results in all 30 municipalities. This pre-diagnostic – which in many ways served as the first “prong” described above - has served to inform at least some Year One activity designs while the major studies remain to be conducted. The major study results will permit Nexos Locales to identify successful cases and demonstrate experiences for which lessons learned will be distilled as key references for the implementation of positive and effective advocacy at the local municipal administration level. This aspect of the intervention will focus on all technical areas, including governance, citizen participation, inclusion, accountability, local economic development and climate change adaptation.

Among the 30 municipalities that show successes that could be replicated, or capacities that could be shared Nexos Locales will select those most populated and closest to municipal capital territories, where economic, political and social activities can spread to less urban areas.

There is a strong connection between rural and urban production, as a large part of goods commercialization takes place in national urban centers, which also provide channels for export. This is how the urban center multiplies influence to rural areas, so Nexos Locales will sequence interventions by first systematizing urban experiences and then seeking to improve connections to rural production and attending to the provision of rural public goods.

The strong presence of mancomunidades, and the proximity of neighboring municipalities that can become partners and facilitate access to each other, must also be taken into consideration. It is worth mentioning that Department capitals are a determining factor in reaching the municipalities as they are considered regional nodes (the cities of Quetzaltenango, Huehuetenango, San Marcos and Santa Cruz del Quiché) through which civil society will be strengthened for capacity growth. The project will be working with mancomunidades with a presence in intervention areas.

5.4.B USE M&E DATA TO INFORM PROGRAMMING DECISIONS

The diagnostics and assessments in Year One will serve as the foundation for Nexos Locales’ evidence-based approach to activity design and implementation. All technical staff will be assigned responsibility for data collection. Staff will use M&E data and performance to capture successes, understand failures, and adjust project emphasis or change tactics when necessary.

5.4.C ESTABLISHING AREA ADVISORY COMMITTEES WITHIN EACH CLUSTER TO ENCOURAGE COLLABORATION

Area Advisory Committees have been established and are composed of representatives from CSOs (COCODEs, community organizations, private sector, universities, and church organizations, which are especially strong in San Marcos and Huehuetenango) and government (municipal corporations, committees, COMUDEs, and municipal associations). They will provide the Nexos Locales team with guidance during the design of project activities and assist in activity implementation, helping to ensure that Nexos Locales’ activities are inclusive, are relevant to the context within each cluster, and have community and government buy-in. As Nexos Locales progresses, the team will foster linkages between and among Area Advisory Committees to encourage the sharing of ideas and collaboration on efforts of mutual interest. Special attention will be given to ensure that Area Advisory Committees do not interfere in the legal mandates of the development councils’ organization. They will mainly be a support to the current institutions that function in the area of intervention.

5.4.D INITIATE USE OF GRANTS

In line with Nexos Locales’ overall technical approach, the program will seek to actively work with and through local organizations to deliver technical assistance. A significant portion of our Year One Work Plan activities are programmed

as grants to CSOs to partner with Nexos Locales in technical service delivery; as such, Nexos Locales will prioritize the initiation of the grant fund, identification of grant recipients, approval by USAID, and grants issuance. Nexos Locales received USAID approval for its Small Grants Manual on April 22, 2015 and is currently organizing a bidders conference to explain to potential grantees the criteria for selecting recipients, including the nature of performance-based grants, and the transparent process governing competition for grant awards. The bidders conference is being scheduled for late August 2015 as the approved forms in English will need to be translated into Spanish. In addition to issuing formal requests for application, the project may support ongoing activities that are closely aligned with Nexos Locales objectives. As with all DAI grant programs, the entire grant process will follow USAID regulations.

Nexos Locales will work *exclusively* with Guatemalan-based partners in order to put local institutions and organizations on the frontlines of implementation, thereby embracing existing capacity, building new capacity, and making Nexos Locales activities inherently sustainable. Nexos Locales will administer grants to CSOs with the objective of transforming them into vehicles for advocacy, dialogue, and identification and implementation of technical assistance needs. Local CSOs will be tapped as partners by virtue of their role in convening other CSOs and leading participation in planning, local investment, local economic development, and social accountability processes as well as the capacity of their management systems to absorb grants funding. Working closely with USAID, Nexos Locales will establish and consistently apply clear criteria for screening partners, including typical standards for monitoring and reporting. Through the Area Advisory Committees, we will identify two or more local partners per cluster that focus on municipal government administration, civic engagement, and relevant development themes (e.g., climate change vulnerability, project planning, investment mechanisms, food security, and potable water) to ensure that the perspectives of each are represented in activity design and implementation.

5.4.E INITIATE USE OF RAPID RESPONSE FUND

Use of and access to Nexos Locales' rapid response fund (RRF) will also be important for Year One Work Plan activities. Nexos Locales recently submitted a proposal for the use of the RRF in Year One, including a proposed process for solicitation and approval of funds. The current work plan has not specifically planned for RRF activities in line with USAID instructions, but recommended areas of RRF activities are included in the proposal for use of RRF funds.

6. ACTIVITIES

6.1 PROJECT MANAGEMENT

Public Relations and Outreach Strategy: Based on communications with USAID, the project will seek to use USAID's Social Behavior Change Communications (SBCC) approach to all communications activities. Nexos Locales will coordinate with USAID Guatemala to leverage and maximize technical assistance in this area. In addition, and as part of the program's initial 6 months, Nexos Locales developed a comprehensive Public Relations and Outreach Strategy (PROS). This PROS will be a platform for all project communications and public relations to the project's various audiences, which include; USAID and other USG parties, Government of Guatemala counterparts, municipal authorities, indigenous authorities and communities, mancomunidades, WHIP partners, youth and women's organizations, and civil society, among others. The goals of the PROS include:

- To broadly communicate program progress and successes to USG counterparts and other stakeholders both within and outside of Guatemala.
- To communicate specific program progress, challenges and successes to local partners, counterparts, and target/beneficiary audiences and communities, in order to build cohesion, momentum, and ownership.
- To share news, data, study results, and information on project events across a web-based communication platform that promotes advocacy, feedback, engagement, and constant outreach.
- To broaden/democratize the sharing of information, and to empower youth, women's groups, indigenous groups, and other traditionally marginalized groups to be able to synthesize, disseminate, and respond to project information.
- To provide a database/warehouse for project impact information that can be tracked and referenced as part of the project's M&E.

PROS development will be multi-phased, as follows:

- (1) Development of a Nexos Locales-wide PROS for approval by USAID. This will include broad, project-level communication plans, as well as development of specific PROS plans for each target audience based on the project's understanding of priorities and the audience.
- (2) A local IT firm has been engaged to develop the project's webpage/portal (to be approved by USAID). This webpage will include key project documents (studies, diagnostics, plans, quarterly reports, training summaries, videos etc); be interactive and informative; and share important information and successes of the project and best practices that model municipalities have put into place. Nexos Locales anticipates having the web-page finalized and ready for USAID approval by June 2015
- (3) Engagement of a local youth organization to assist Nexos Locales in implementing the PROS social media/online communications effort.

The specifics of the PROS will be finalized by July 2015.

Project Management Training: In November 2014, DAI conducted an intensive course in USAID project management and procurement for all Nexos Locales staff. This further ensured that all staff will implement project activities from the same basis of comprehension.

Project Launch Event: This took place in November 2014 and presented the Nexos Locales project to all major stakeholders throughout the WHIP region. In February 2015 a regional soft launch focused solely on the Huehuetenango Department.

Area Advisory Committees: These were established in February and March 2015, per the terms of the contract.

Youth and Gender Assessments: These were undertaken jointly in February 2015 and will be finalized in May 2015.

6.2 RESULT I: SOUND PUBLIC FINANCIAL SYSTEMS IN PLACE IN ORDER TO PROMOTE TRANSPARENCY AND PERMIT PARTICIPATION BY CITIZENS IN DECISION-MAKING

Nexos Locales' approach to achieve Result I is to implement activities that strengthen municipal capacity in PFM, in governance and transparency, and that improve the mancomunidades' ability to implement regional strategies on behalf of their member municipalities. Wherever possible, we will encourage collaboration between the stronger performers (Uspantán and Sacapulas in Quiché; San Miguel Ixtahuacan, and Sibinal in San Marcos; and Todos Santos Cuchumatanes in Huehuetenango) and the weaker ones (Zacualpa in Quiché; San Rafael Pie de Cuesta, San José El Rodeo, and San Pablo in San Marcos; and Cuilco, Jacaltenango, Chiantla, La Libertad, and La Democracia in Huehuetenango) by sharing lessons learned and best practices. The project's long term PFM advisor will guide the technical implementation of Result I activities. To ensure that activities are tailored to the circumstances in each municipality and are implemented successfully at the municipal level, the long term PFM advisor will rely on the Cluster Managers and staff from local partner institutions.

All work under Result I will be used as a point of departure: the recent modifications to legislation related to preparing municipal budgets; the recently approved Package of Transparency Laws, executive branch guidelines for preparing annual operating plans that demand more citizen participation in decision making processes; the implementation of new requirements for the use of the GuateCompras system to contract public works and changes to the Organic Budget Law and its regulations; the law of the National General Comptroller that modifies what is related to sanctions for public officers; and the Anti-Corruption Act.

Nexos Locales will leverage the existence of regional municipal officer networks such as municipal planning directors, integrated municipal financial administration directors, and Municipal Women's Offices; and use those spaces to develop training events that will also include municipal authorities. The events will be coordinated with ruling bodies of the corresponding themes, such as the Ministry of Public Finances (MINFIN), the General Planning Secretariat (SEGEPLAN), the Presidential Commission for Transparency and Electronic Governance (COPRET) and the initiative for transparency in the construction sector (COST). If necessary, support material will be printed for municipal officers and technicians.

Activity 1.1—Assess capacity of target municipalities, particularly in the areas of revenue generation, purchasing and procurement, administration and planning, and compliance with the Public Access to Information Law.

Sub-activity 1.1.1. Development of MOUs with municipalities: Nexos Locales will complete the action already underway of developing MOUs with 30 municipalities that define the parameters of cooperation under Nexos Locales. Because of extensive conflict within Santa Cruz Barillas, the project will postpone signing of an MOU until after the elections, in Year Two. *Timeframe: October 2014 – May 2015*

Sub-activity 1.1.2. Development, presentation, and validation of PFM assessments: Following the diagnostic laid out under Section 4 - Methodology above, DAI's PFM advisor, Marco Varea will assist in developing the parameters of the study through a SOW that specifies sources of TA required for the study and outlines the basic steps required for the research methodology. Part of the planned activities in the program design includes a thorough gap analysis of the Freedom of Information processes and their use in each municipality. Mr. Vargas will remain available to support the project's long term PFM advisor, Ms. Karla Milian, in overseeing the remainder of the study. Ms. Milian will review the gap analysis undertaken in February 2015 as a point of departure for orienting the firm to be selected for conducting this assessment.

After finalizing the SOW and selecting a local research organization, or specialized firm with experience in auditing and financial administration at municipal level, Ms. Milian will oversee the study's completion and begin laying the groundwork for development of technical assistance plans for each relevant municipality in Year Two.

The study will determine the specific needs of the municipal governments in public financial management. The assessment will cover the PFM elements of: revenue generation, purchasing and procurement, administration and planning, and compliance with the Public Access to Information Law. The diagnostic tool will be adapted from DAI's

PFM local government assessment tools and take into account municipal public finance reforms promoted through the World Bank in Guatemala. This assessment will take into account the results of the national government's performance assessment and ranking, in addition to other available performance assessment information. Assessments results will be presented to each respective municipality for their validation and preparation for development of technical assistance plans. The technical oversight by Mr. Varea, Ms. Milian, oversight by the COP, and use of a contract for the study will ensure Nexos Locales' close control over this activity. The SOW for this assessment will disaggregate women's impediments to accessing public information as opposed to men's. *Timeframe: April 2015 – September 2015.*

Sub-activity 1.1.3. Development of PFM Technical Assistance Plans: Moved to Year Two.

Sub-activity 1.1.4. GIS data tracking of PFM assessment results: Moved to Year Two.

Activity 1.2—Deliver technical assistance that meets the specific needs of the target municipalities.

Sub-activity 1.2.1. Moved to Year Two.

Sub-activity 1.2.2. Moved to Year Two.

Sub-activity 1.2.3. Eight sub-regional training workshops on PFM Standard Operating Procedures: These workshops will address the immediate need to improve essential PFM standard operating procedures (SOPs) and ensure that a critical mass of civil servants in non-political positions and municipal officials understand and feel ownership in preserving adherence to the SOPs through the elections transition. Given the delays in the PFM assessment, these workshops will be conducted before the assessment begins and will cover topics determined critical by the project's long term PFM advisor.

Nexos Locales will reach out to local partners like FLACSO (Latin American Faculty of Social Sciences), which is actually running a similar program with the Finance Ministry, for implementation of this activity. *Timeframe: May 2015 - June 2015*

Activity 1.3—Strengthen the role of COMUDES to engage citizens in government decision making.

Under the previous Local Governance Project's FtF Special Activity, USAID helped 12 municipalities in Quetzaltenango and San Marcos establish functioning COMUDES, recognizing that COMUDES are important mechanisms through which commissions like the Comisión Municipal de Seguridad Alimentaria y Nutricional gain access to local perspectives on food and nutritional security. Of these 12 municipalities, four will be covered by Nexos Locales: San Juan Ostuncalco, San José El Rodeo, San Pablo, and San Rafael Pie de la Cuesta. Nexos Locales will build on the progress that has been made in these four municipalities, and will initiate technical and financial assistance interventions in the other 26 municipalities covered by Nexos Locales.

Year One will begin the process of providing the municipalities with the technical knowledge and resources to 1) establish COMUDES; 2) organize initial COMUDE meetings, including the commissions, as required by the Municipal Code; and 3) train COMUDE members, along with the COCODEs and civil society groups that attend the COMUDE meetings, in participatory planning, budgeting, and social accountability mechanisms. Working with local partners (such as universities) we will help COMUDES incorporate visualization tools, such as maps, into participatory processes and decision making whenever possible.

Sub-activity 1.3.1. Rapid assessments of COMUDE functioning and capacity to carry out their mandates: The rapid assessments were conducted by Cluster Managers without the previously planned assistance from experts in civil society participation because the experts were determined unnecessary. The assessments began in March and examine how the COMUDES function against their legal mandates and how work is currently being executed with regard to public participation. A major finding is that many COMUDES have yet to be established and others exist on paper but do not yet function. As such, the Cluster Managers will classify the COMUDES by the level of their functioning and look further into the underlying reasons for those COMUDES that are not yet functioning. The assessments will also identify capacity-building needs for all stakeholders of COMUDE meetings. The assessments will disaggregate findings for opportunities and constraints for greater participation by youth, females, LGBTI and indigenous groups. *Timeframe: March 2015 – May 2015.*

Sub-activity 1.3.2. Develop technical assistance plans for each COMUDE: The Cluster Managers and/or Outreach Specialists will develop these plans in collaboration with each COMUDE in their cluster. *Timeframe: July 2015 - August 2015.*

Sub-activity 1.3.3. Initial meetings on the COMUDE technical assistance plans will be implemented: Cluster Managers and Outreach Specialists will assist COMUDEs in identify the most effective timing and sources of advisory services to implement their plans. These will include regional CSOs and government institutions. *Timeframe: September 2015.*

Activity 1.4—Build the capacity of the mancomunidades to develop and implement regional strategies.

A major challenge that mancomunidades face is uncertain and inadequate funding, which limits their ability to develop and implement strategies in support of their member municipalities. Mancomunidades do not receive direct funding from the national government and they do not have internal fundraising mechanisms in place, such as charging member municipalities fees and dues. Many rely on donor funding—such as that from GIZ and AECID—to function. Another challenge that affects the mancomunidades' ability to represent their interests, and advocate on behalf of their member municipalities, at the national level is the lack of an umbrella organization, as exists, for example, in Honduras.

In Year One, Nexos Locales will begin the process to 1) improve the awareness of government- and donor-funded initiatives taking place at the regional level and identify ways to build upon these initiatives when developing regional strategies (including LED plans and watershed management plans); 2) develop strategic plans that incorporate business and operational planning; 3) investigate the legal and regulatory environment for public-private investment models as a way to generate revenue at both the municipal and mancomunidad levels; and 4) strengthen their leadership and advocacy skills and ability to coordinate with and seek advice from ANAM (see, also, Result 6).

Sub-activity 1.4.1. Select mancomunidades: The Technical Director and cluster staff will select three mancomunidades for project assistance. Selection criteria will include: interest in the project, size, connections to WHIP programing, propensity towards gender considerations, willingness to share lessons learned with other mancomunidades and other evidence the mancomunidades' potential for producing a magnifier effect through replication of best practices to more distant mancomunidades within each cluster. *Timeframe: March 2015 – May 2015.*

Sub-activity 1.4.2. Mapping of selected mancomunidades: Cluster Managers and Outreach Specialists will map selected mancomunidades regarding their capacities to develop and implement regional strategies. *Timeframe: April 2015 – May 2015.*

Sub-activity 1.4.3. Develop and sign MOUs with selected mancomunidades: Developed by Cluster Managers, these MOUs will define intervention strategies to promote regional dynamics regarding economic development, providing basic and productive infrastructure, and strengthening of and participation by different sectors. *Timeframe: May 2015 – June 2015.*

6.3 RESULT 2: STRENGTHENED CIVIL SOCIETY PARTICIPATION IN SOCIAL ACCOUNTABILITY PROCESSES

Over the life of project, Nexos Locales will work with CSOs, community organizations (including, but not limited to, Community Development Councils - COCODEs), and citizens to strengthen their capability to engage actively and independently in municipal social accountability and citizen participation mechanisms. Nexos Locales will include a specific focus on facilitating the effective participation of vulnerable and underrepresented groups (women, youth, the very poor, and other people with disabilities), who face unique obstacles limiting their involvement in participatory processes. Nexos Locales will focus on civil society participation in the COMUDE, but will also promote other innovative social accountability mechanisms (including the Public Access to Information Law).

Nexos Locales will follow a two-pronged approach to strengthening civil society participation in social accountability processes, including participatory planning and budgeting (described under Result 1), community scorecards, and grievance redress mechanisms. First, we will implement activities that raise civil society awareness of their rights and responsibilities vis-à-vis good governance. Second, once citizen groups better understand their responsibilities and rights, we will help them take action by building their capacity to influence decision making and hold government accountable. Nexos Locales will strengthen the ability of CSOs to advocate their needs to public servants in the months leading up to elections, when officials are most willing to listen and act.

All actions will be worked in partnership and coordination with all USAID partner projects. The HEPP project, through its field of action called “Champions” will serve as base to involve community leaders in the different integration, induction, adaptation and follow-up processes of the COMUDEs. Additionally the Nature Conservancy Projects –TNC- with the “demonstrative projects” could help to replicate experiences, including those in neighboring countries such Honduras.

This will allow integrating gender and indigenous perspectives as cross-cutting themes, as will be evident when achieving the corresponding indicators.

Activity 2.1—Conduct an entry point map.

Entry point mapping is an exercise to determine the institutional structures and mechanisms that civil society actors can use to engage governments on matters related to service provision; it results in a clearer understanding of how government and civil society can interact and encourages dialogue. For the sake of immediate implementation needs in the lead-up to elections, entry point mapping under Year One will take a more cursory form. Under Year Two, however, Nexos Locales will introduce its full Entry Point Mapping Tool to permit CSO, local government officials, and project staff a full picture of the many legal and institutional entry points that can permit sustainable collaboration between CSOs and local government.

Sub-activity 2.1.1. Develop entry points for all 30 municipalities: This process began early as part of the way that Cluster Managers and Outreach Specialists have been familiarizing themselves with the full needs of the municipalities within their clusters. It was completed in February 2015. This mapping includes levels of women’s participation in decision-making processes and men’s attitudes toward their participation. These entry point maps will help guide the design and implementation of all other activities in support of this result as well as activities in support of Results 3, 4, and 5. *Timeframe: October 2014 – February 2015.*

Activity 2.2—Train citizens so they can analyze local authority budgets and public spending.

Increasing citizen understanding of public finance is an important step toward strengthening participatory budgeting, described in Result 1.

Sub-activity 2.2.1. Select municipalities and COCODEs for Budget Analysis Training: COP and Cluster Managers will select ten municipalities and an average of five COCODEs per municipality to participate in Budget Analysis training. The criteria will be similar to that for selecting mancomunidades: interest in the project, size, connections to WHIP programing, attitudes towards women’s participation, willingness to share lessons learned with other municipalities and other evidence the mancomunidades’ potential for producing a magnifier effect through replication of best practices to more distant municipalities within each cluster. *Timeframe: March 2015 – April 2015*

Sub-activity 2.2.2. Eight regional workshops to train CSOs and COCODEs in budget analysis: The Nexos Locales will partner with CSOs and COCODEs to tailor existing budget analysis tools for use at the community level. Nexos Locales will reach out to local CSO partners with this competence. The training will stress the importance of the budget as an evidence-based advocacy tool, as well as a means of enforcing the Public Access to Information Law. The elements of Budget analysis will include gender considerations. This will include using the elections as a platform for specifically addressing women’s priorities in their communities. *Timeframe: April 2015 – August 2015.*

Activity 2.3—Build the capacity of CSOs to engage municipalities through COMUDEs.

Sub-activity 2.3.1. Eight regional workshops to train CSOs in basic advocacy techniques: Primarily through grants with local organizations, Nexos Locales will train CSOs in the basics of evidence-based advocacy. This training will focus on how to structure and articulate convincing arguments and demands to local government officials using a policy oriented approach and linking planning to development of appraisals of needs in a non-confrontational way. It will also include modules dedicated explicitly to educating CSOs on using elections to bring public officials’ attention to critical development needs and holding government officials accountable for promises made to address these needs. *Timeframe: June 2015 – September 2015.*

Activity 2.4—Support CSOs to implement social accountability mechanisms.

This activity is very important to the overall success of Nexos Locales, and is reserved for Year Two of the work plan. This is because social accountability mechanisms, although designed to be used collaboratively with government officials,

always carry a risk of conflict and this risk must be managed carefully. As such, Nexos Locales deems it more prudent to give this activity the full attention it requires after the election period passes and the political environment for its implementation will be less sensitive. Nexos Locales will, however, use election transitions plans as a form of social accountability mechanisms in the lead-up to the elections.

Sub-activity 2.4.1. Developing election transition plans: Initial research into this concept found that CSOs generally do not find transition plans useful because newly elected officials largely disregard the plans. ANAM, however, is interested in working in this area and plans are underway for technical assistance and grant support for this effort. The transition planning will include a critical training curriculum that old mayors must continue and new mayors must catch up on following elections. *Timeframe: June 2015 – September 2015.*

Activity 2.5—Provide technical assistance to the COCODEs through grants to CSOs.

Some prominent COCODEs do not represent the broad interests of their constituencies. In addition, they do not know how to prioritize community interests or advocate for those interests through existing channels, such as the COMUDEs. Often, they prioritize and present infrastructure projects to the COMUDEs for consideration, instead of projects that address social or financial investments linked to the real needs of their constituents. Instead of providing COCODEs with services directly, the Nexos Locales will award performance-based grants to local, regional, and national CSOs that will, in turn, deliver technical assistance in participatory planning and prioritization of projects, community outreach, and social accountability mechanisms to a select number of COCODEs. Given the number of COCODEs within the 30 municipalities covered by this project and Nexos Locales' limited resources, we will choose a few COCODEs from each municipality with which to work, based on the following criterion: the COCODE leader demonstrates real interest in representing the needs and priorities of a wide range of constituents by holding regular and inclusive community planning meetings.

Sub-activity 2.5.1. Desktop survey of existing COCODE technical assistance needs: Through local STTA, local the project will conduct these surveys in the selected COCODEs. The surveys will rely on previous studies on COCODE needs and will cover the capacity of each organization, including its administration and management of the work plan development process. It will also include examination of the COCODE's practices of inclusion of women's participation. *Timeframe: March 2015 – July 2015.*

Sub-activity 2.5.2. Formulation of CSO projects: These projects will be covered through grants and will address the main constraints to improved functioning of the COCODEs against their mandates. This formulation will address civil society needs to work through COCODEs in using the elections to raise awareness on municipal service requirements and women's specific needs. It will also address COCODE responses to women's project proposals. *Timeframe: March 2015 – September 2015.*

6.4 RESULT 3: INCREASED QUALITY OF DRINKING WATER IN 30 FEED THE FUTURE MUNICIPALITIES

Throughout the life of project, Nexos Locales' approach to achieving this result focuses on increasing access to clean water, particularly for the most disadvantaged populations, and thinking also in terms of increasing productive capacities, by strengthening service providers' capacity. We also consider the bigger picture— applying a disaster risk reduction (DRR) lens to integrated water resources management at the watershed level. Activities under this result will help municipalities assess risks, devise plans, and take actions that improve service coverage and reduce hydrological risks. By improving municipal provision of water services, citizens' confidence in their municipalities will increase, as will citizens' socioeconomic well-being. Cluster Managers will oversee the implementation of the following activities in support of this result and will coordinate with representatives from other USAID- or donor-funded programs engaged in FtF and Global Health Initiatives. Because many of the Cluster Managers do not have specialized expertise in water service provision, Nexos Locales will draw upon the technical expertise of local organizations, such as Muni-K'at, and short-term consultants as required.

As described in the Methodology section above, to best integrate and create complementarity between studies under YEAR ONE, Nexos Locales has developed a comprehensive and holistic approach to integrated assessments required

under Results 3 and 5. The studies required under these two results follow basically the same logic and holistic approach of examining the closely integrated and intertwined factors that define the context for Nexos Locales activities. As such, Nexos Locales will conduct a single assessment to address the initial diagnostic requirements of these two results. Nexos Locales staff is developing a SOW for the organization that will do this work. The basic principle that guides work with local organizations specialized in planning is linked to the strengthening of capabilities of human resources within the WHIP area, which also secures the sustainability of the process.

To ensure that assessments are conducted as efficiently as possible, SOW for all studies and assessments conducted under Nexos Locales will require researchers to use existing, relevant studies as a point of departure for additional investigation.

Activity 3.1—Map water sector stakeholders.

The HEPP initiative has achieved advances in raising awareness among the population, establishing groups that currently work on the FNS theme. We intend to promote those organization's initiatives, so that their members become more involved in the theme of improving water quality. The previous project developed software to provide follow-up to the water service situation, both at urban and rural levels. The Alianzas project has worked on several themes related to basin management plans, training and executing those plans.

Sub-Activity 3.1.1. Map water sector stakeholders: As part of the single study conducted under Results 3 and 5, Nexos Locales will conduct a mapping exercise in 29 municipalities, by cluster, to determine who within each municipality (or watershed) is involved in the delivery of water services and the management of water resources, as well as the mechanisms being used to diagnose water quality. During the third quarter of Year One, Nexos Locales short-term Climate Change and Water expert, Rachael Shenyo, developed a preliminary tool to be used as part of the mapping exercise. The project will incorporate this tool into the Request for Proposals as part of the technical methodology in carrying out the diagnostics. Offerors will be evaluated based on their recommended improvements to the mapping tool.

The mapping exercise will build upon the survey on water systems that the past Local Governance Project conducted in six municipalities in San Marcos and Quetzaltenango (of which three overlap with the geographic scope of this project: San José el Rodeo, San Pablo, and San Juan Ostuncalco), as well as incorporating GIS data from the Geographic Institute of Guatemala. The mapping exercise will include identifying the extent to which water services are provided, the lines of accountability, and customer opinion regarding service accessibility and quality. Wherever possible, Nexos Locales will incorporate spatial data into the map. This process will also include an evaluation on what system adoption changes must be made to assure that population is receiving purified, potable and safe water adequate for human consumption. The Nexos Locales will use the findings to inform with whom and how Nexos Locales implements Activities 3.2 and 3.3. Because the population covered by the project is mostly female, and their culture links them strongly to providing water for the family, gender considerations will play a strong role in this mapping. Public perception surveys will be included as part of the diagnosis, and they will include questions related to citizen confidence in the government for establishing a baseline relating service provision to overall citizen confidence and satisfaction. *Timeframe: May 2015 – September 2015.*

Activity 3.2—Provide technical assistance to municipalities to improve water service delivery.

Sub-Activity 3.2.1. Initial meetings to outline the strategic business and investment plans in all 30 municipalities: This sub-activity will begin the process of developing strategic business and investment plans in ten municipalities that adhere to Nexos Locales sequencing criteria. The plan outlines will identify the major components of the plans and identify possible additional technical assistance that may be needed to complete the plans. This will lay the groundwork for Year Two activities in which concrete TA – such as training on methods and mechanisms for purifying water and making it available and adequate for human consumption - will be thoroughly defined. *Timeframe: May 2015 – September 2015.*

Activity 3.3—Assist municipalities with the development of watershed management and protection plans and train them on plan implementation.

Sub-Activity 3.3.1. Watershed diagnostic: As part of the single study conducted under Results 3 and 5, Nexos Locales will convene representatives from thirty municipalities and mancomunidades within a particular watershed to discuss how they might work together to better manage shared resources. Nexos Locales will use GIS to capture available data

visually. Actual development of watershed management plans will occur in Year Two. *Timeframe: May 2015 – September 2015.*

6.5 RESULT 4: LOCAL DEVELOPMENT PLANS ESTABLISHED AND EXECUTED WITH THE PURPOSE OF IMPROVING FOOD AND NUTRITIONAL SECURITY AND LOCAL ECONOMIC DEVELOPMENT

Although Nexos Locales is not a strictly FtF program, we will implement activities to bring about FtF program objectives, as articulated in the U.S. Government's multi-year (FY 2011–2015) FtF strategy for Guatemala. These objectives include building the capacity of municipal governments to reduce poverty and chronic malnutrition and to deliver basic services, especially water and sanitation, and improving community-based advocacy so that local authorities address sustainable food security. In Result 3, we describe Nexos Locales activities to improve municipal provision of water and sanitation services. In Result 4, we focus primarily on Nexos Locales activities to build municipal capacity to improve food security and local economic development. The Cluster Managers, with guidance from the Deputy Chief of Party and the M&E Specialist, will be responsible for overseeing activities in support of this result. The FtF Special Activity under the current Local Governance Project collaborated with the Presidential Office for Women (SEPREM) to establish a network of 30 OMM coordinators in San Marcos and a network of 24 coordinators in Quetzaltenango and to link the two networks. Nexos Locales will continue to build the capacity of these networks by implementing the training program developed by the USAID- SEPREM-Helvetas alliance.

As described in the Methodology section, Nexos Locales will conduct an in-house assessment, using local STTA under the supervision of the long-term local economic development advisor for Result 4, to address the diagnostic requirements of this result.

Activity 4.1—Build the capacity of the Municipal Women's Office to support the design and implementation of municipal plans to address food security and nutrition.

Because of the pivotal importance of gender considerations to food security, all activities under this Result will tie directly to the adaptive capacity of this office to address women's needs.

Sub-Activity 4.1.1. Rapid assessment of previous donor assistance to the 30 OMMs: In coordination with activities under 4.2.1, below, Cluster staff has met with previous donors and OMMs in their municipalities to rapidly identify remaining needs to help these groups play their essential role in food security and economic development. Nexos Locales will also consult with other key partners operating in these areas, including COMUSAN, SESAN, MAGA, as well as any Peace Corps volunteers working at the municipal level with SESAN. *Timeframe: March 2015 – May 2015*

Sub-Activity 4.1.2 Immediate responses to needs identified in rapid assessments: These will include equipping offices, through direct procurement in June, and later through grants. developing administrative procedures and manuals adapted to the specific needs of each office, and assistance in linking OMMs to Departmental Development Councils to enable these offices to more easily access funds for activities targeting women. *Timeframe: May 2015 – August 2015.*

Sub-Activity 4.1.3 Training workshops specified in the SEPREM-Helvetas training plan: Moved to Year Two.

Sub-Activity 4.1.4 Follow-on TA to OMM functioning: Moved to Year Two.

Activity 4.2—Coordinate with municipalities to establish and operate food security situation rooms.

Sub-Activity 4.2.1 Rapid assessments of the SAN Situation Rooms: Cluster staff will determine for all municipalities in their cluster whether or not these are functioning and to what level of effectiveness against their intended functions. *Timeframe: March 2015 – May 2015.*

Sub-Activity 4.2.2 Coordination with SESAN and other USAID FtF initiatives: SESAN field staff members have already been trained on the methodology and are expected to begin implementing food security rooms at the departmental level before they begin at the municipal level. In preparation for establishing these municipal-level situation rooms, Cluster staff have been coordinating with SESAN and other USAID FtF initiatives such as MFEWS to ensure that municipal officials understand the significance of food security rooms and are prepared to establish them within their

municipalities. The postponement of completion under this sub-activity to July will permit further analysis and updates on coordination and assessment work to date. *Timeframe: March 2015 – July 2015.*

Sub-Activity 4.2.3 TA in the functioning of existing situation rooms and in the establishment of new ones. This activity has been abbreviated to include only precise specification of the forms of TA required. This will permit more extensive review of the forms of assistance not already covered by WHIP and/or FTF initiatives and finalization of activity descriptions for grant assistance in Y2. *Timeframe: June 2015 – September 2015.*

Sub-Activity 4.2.4. Four regional training workshops on the importance of the Situation Rooms: Through grants, this training will also be offered to non-elected, non-appointed officials in municipal government so that food security rooms can continue to run without interruption in the period leading up to during, and following elections. These trainings will include the linkages between markets, climate change and resource planning with gender. *Timeframe: June 2015 – September 2015.*

Activity 4.3—Help municipalities develop LED plans.

Sub-Activity 4.3.1. Assessment of municipal LED needs: Nexos Locales will largely base this assessment in 29 municipalities (Santa Cruz Barillas will not be covered) on a review of existing economic development studies and explore only essential factors not studied previously. The assessments will include the active participation of municipal staff and record comparative economic advantages in each municipality as well as the types of TA and other activities that would capitalize on these advantages to respond to the local producer needs identified in the study. The assessments will pay particular attention to the unique role that women can play in small scale sustainable economic development. They will also examine the potential for continuing the municipal public tourism policies made by the previous project and delivered to the respective municipal councils for municipalities Ixil (Nebaj, Chajul and Cotzal) area in the Department of Quiché (ongoing). *Timeframe: June – September 2015.*

Sub-Activity 4.3.2. Development of LED plans: Moved to Year Two.

Sub-Activity 4.3.3. Initial phase of implementing LED technical assistance plans – public-private partnerships: Moved to Year Two

Activity 4.4—Coordinate with other USAID implementing partners to support access to basic municipal services for small-scale producers and their associations.

In collaboration with the USAID implementing partners focused on agricultural development in the Western Highlands—including ANACAFE in Huehuetenango and San Marcos; AGEXPORT in Quetzaltenango, Totonicapán, and Quiché; Peace Corps' Sustainable Agriculture Project; USDA, and the Multi-Year Assistance Program implemented by Save the Children and Catholic Relief Services. To integrate Activity 4.4 with other Nexos Locales objectives, special attention will be given to timely themes such as social conflicts and drought that affect basic grain supplies and the capacity to generate income through harvesting coffee. In order to collaborate in an effective way with USAID implementing partners a “project appraisal approach” will be kept to ensure the engagement of the small producers identified to the Value Chain projects led by Agexport and ANACAFE.

Sub-Activity 4.4.1. Identification of public policies adverse to agricultural production: Building off coordination meetings undertaken during the first and second quarters, Nexos Locales will contract an Agricultural Public Policy expert to identify and examine existing public policies that are adverse to agricultural production in the WHIP region. The consultant will construct an electronic inventory of existing public policies from the Ministry of Economy, Ministry of Agriculture, and other relevant Government of Guatemala institutions with legal oversight over agricultural production in Guatemala. This rapid desk assessment will disaggregate agricultural policies that disproportionately impact women adversely, highlight bottlenecks within the value chains of major agricultural products in the WHIP region—for example, coffee, vegetables, handicrafts—and will recommend changes to existing public policies in order to facilitate or create incentives for improved agricultural production amongst small scale producers in the WHIP area. *Timeframe: May 2015 – August 2015.*

Sub-Activity 4.4.2. Facilitation of sessions with small-scale producers: Local advisors will support the, the Local Economic Development advisor and participants from the WHIP program to facilitate sessions with the small-scale coffee, horticulture, and handicrafts producer associations in the municipalities to prioritize municipal services they need in

order to increase productivity and to identify specific needs in order to engage in the Value Chain projects of WHIP. These same sessions will further identify public policies that negatively affect agricultural production. *Timeframe: July 2015 – September 2015.*

6.6 RESULT 5: MUNICIPAL PLANS ESTABLISHED TO REDUCE VULNERABILITY TO CLIMATE CHANGE AND TECHNICAL ASSISTANCE TO EXECUTE PLANS

Nexos Locales will employ DAI's awareness-capacity-action framework to reduce climate change vulnerability. At the municipal level, the project will 1) build municipalities' knowledge of climate stressors and of adaptation measures (awareness); 2) improve municipalities' ability to select and prioritize adaptation measures, mobilize resources— OSR, donor, national, or otherwise—to implement adaptation measures, and manage disaster risk (capacity); and 3) help municipalities develop and implement adaptation plans—whether standalone or integrated into municipal development plans (action).

At the community level, Nexos Locales will 1) improve citizen knowledge of climate stressors (awareness); and 2) increase community groups' ability to contribute in a collaborative fashion to municipal planning processes on the topic of climate change (capacity). Because there is a direct and significant link between this result and Result 4, Result 5 activities will support, either directly or indirectly, the achievement of Result 4. The LT advisors for Results 3 and 5 will oversee implementation of the following activities within their respective municipalities during Year One, with technical guidance and support from short-term DRR and climate change experts, and they will team with local partners to implement activities. Nexos Locales will coordinate closely with Rainforest Alliance staff at the municipal level to ensure that the activities of Nexos Locales and Rainforest Alliance's Climate, Nature, and Communities Program are mutually reinforcing rather than working at cross-purposes.

As described in the Methodology section, above, to best integrate and create complementarity between studies under Year One, Nexos Locales has developed a comprehensive and holistic approach to integrated assessments required under Results 3 and 5. The studies required under these three results follow basically the same logic and holistic approach of examining the closely integrated and intertwined factors that define the context for Nexos Locales activities. As such, Nexos Locales will conduct a single assessment to address the diagnostic requirements of these two results.

Activity 5.1—Improve municipalities' awareness of climate stressors and of adaptation measures.

To prioritize climate change in their municipal planning processes, municipal leaders need to better understand the implications of national-level policies and directives on local affairs as well as the relationship among natural resource management, economic development, and adaptation to climate change.

Sub-Activity 5.1.1. Evaluation of knowledge levels of climate stressors and adaptation measures: As part of the single study conducted under Results 3 and 5, Nexos Locales will examine municipalities' level of awareness of climate stressors and adaptation measures. The evaluation will consider knowledge of the ways that climate stressors disproportionately affect women as a vulnerable population. *Timeframe: June 2015 – September 2015.*

Sub-Activity 5.1.2. Development of informational material on climate stressors: During Year 1, only preparatory work will be completed. Moved to Year Two.

Activity 5.2—Build the capacity of municipalities to assess vulnerabilities to climate change, prioritize climate adaptation measures, mobilize resources, and respond to emergencies. Moved to Year Two

Activity 5.3—Assist municipalities with developing adaptation plans and implementing joint watershed management plans aimed at reducing vulnerability to hydro-meteorological events. Moved to Year Two.

Activity 5.4—Build citizen knowledge of climate stressors so they are better able to participate in municipal planning.

Sub-Activity 5.4.1 Climate Change Public Awareness Campaign: Nexos Locales will execute a phased, long-term, integrated, participatory, and iterative awareness strategy that will inform the public on the relation of climate change to the

Western Highlands and specific mechanisms in which the public can engage their local officials in adaptation measures. The strategy will cover the full gamut of engagement, from awareness to engagement/development to implementation/oversight of municipal implementation by civil society. The campaign will involve partnering with knowledge stakeholders (owners of information), process stakeholders (decisions makers) and end-user stakeholders (beneficiaries.) The campaign will utilize various forms of communication including interpersonal media (community and regional workshops, youth ambassadors), mid-media (community theatres, forums), and mass and social media (radio announcements, video, print media, telecommunications and SMS, internet, and the engagement of the press).

This phased approach will cover the base period (Years One - Three) and will employ DAI's awareness-capacity-action framework to reduce climate change vulnerability. At the municipal level, we will 1) build municipalities' knowledge of climate stressors and of adaptation measures (awareness); 2) improve municipalities' ability to select and prioritize adaptation measures, mobilize resources— OSR, donor, national, or otherwise—to implement adaptation measures, and manage disaster risk (capacity); and 3) help municipalities develop and implement adaptation plans—whether standalone or integrated into municipal development plans (action). At the community level, Nexos Locales will 1) improve citizen knowledge of climate stressors (awareness); and 2) increase community groups' ability to contribute in a collaborative fashion to municipal planning processes on the topic of climate change (capacity). *Timeline: June 2015 – September 2015.*

6.7 RESULT 6: INCREASE CAPACITY OF THE NATIONAL ASSOCIATION OF MUNICIPALITIES (ANAM) AND/OR THE ASSOCIATION OF GUATEMALAN INDIGENOUS MAYORS AND AUTHORITIES (AGAAI) TO SUPPORT DEVELOPMENT OF THE MUNICIPAL PLAN AND TO REPLICATE SUCCESSFUL MODELS THROUGHOUT THE COUNTRY, INCLUDING MUNICIPAL CRIME PREVENTION PLANS

Nexos Locales' approach to Result 6 involves 1) implementing interventions that address each association's unique needs and development status, and 2) building upon the technical and financial assistance that the associations have received to date from a range of international donors, including USAID under the prior Local Governance Project. The COP will oversee activities in support of this result, given that the scopes of ANAM and AGAAI go beyond the geographic boundary of a municipality or cluster of municipalities handled by a Cluster Manager.

The previous project had agreed with ANAM upon the delivery of a monthly contribution that has been used to pay for consulting services and events for the Board of Directors and the Consulting Council of the institution. The new challenge is to have it improve the capacity to provide legal, financial or audit counseling using innovative mechanisms such as the ANAM web page and others such as smartphone apps.

Activity 6.1—Deliver technical assistance and training to ANAM and AGAAI to improve their service provision and ability to advocate on the topics of crime prevention, food security, health, DRR, and climate change vulnerability reduction.

Sub-Activity 6.1.1. Develop MOUs between Nexos Locales and ANAM and AGAAI: The COP will develop MOUs with the leaders of these associations before Nexos Locales delivers technical assistance. The MOUs will include technical assistance plans that build upon assistance the associations have already received and prioritize interventions that improve the associations' ability to 1) serve as member organizations, offering and delivering services that meet constituent needs; and 2) advocate on behalf of member municipalities at the national level. The MOUs have been developed and signed and will be amended to include the technical assistance plans once they are completed. *Timeframe: October 2014 – December 2014.*

Sub-Activity 6.1.2. Develop technical assistance plans with ANAM and AGAAI: These plans will be based on technical assistance already provided through other donor assistance. Nexos Locales is aware that AGAAI does not have strong indigenous member presence, and this gap will be addressed as part of the diagnostic/ analysis phase. Additional support to AGAAI is likely to include technical and financial assistance to improve the leaders' ability to plan in a more participatory fashion, advocate on members' behalf to the Municipal Affairs Commission and the Executive Body,

generate OSR, and deliver training on municipal practices to members. Wherever possible, technical assistance will be provided by local and regional organizations. If local capacity does not exist in a particular technical area, Nexos Locales will bring in short-term technical experts who will work with local organizations to deliver the assistance. This activity has been delayed by the contracting of local STTA to conduct an institutional assessment of each organization, as the basis of the technical assistance plans. *Timeframe: February 2015 – July 2015*

Sub-Activity 6.1.3. Technical assistance in improved service provision to members: Provided through grants to CSOs, this will include topics such as: the electoral process; support to municipal development; satisfying member interests, and advocacy techniques to represent members before national level governmental bodies. Because the institutional assessments have been delayed, the project will begin this grant assistance in TA areas identified by ANAM and AGAI as critical to work during the election season. *Timeframe: May 2015 – September 2015.*

Sub-Activity 6.1.4. Technical assistance in advocacy techniques in specific areas: These critical areas include crime prevention; food security; health; disaster prevention; reduction of climate change vulnerability; and education. *Timeframe: May 2015 – September 2015.*

6.7 ACTIVITIES UNDERTAKEN OUTSIDE OF THE WORKPLAN, EACH WITH SEPARATE COR ACTION MEMO APPROVAL

- Direct assistance to support ANAAM/INFOM joint initiative to grant diplomados to municipal water system managers: The project provided in-kind support equivalent to the participation of 10 water system managers from Nexos Locales municipalities.
- Grant to CEIPA for youth advocacy campaigns around the municipal elections;
- RRF grant soon to be approved for 20 participants from Mezas Competativas from Nexos municipalities to attend the Grupo Gestores Competitiveness Forum in August, 2015.
- Likely grant by August of 2015 to the Barbara Ford Center in partial support of the National Youth Center. The substance of this grant is still under development.

Number	Activities	Lead	Timeline											
			Q1 2014			Q2 2015			Q3 2015			Q4 2015		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
GP indicates Activity Numbers in the Gender Plan that are addressed within the corresponding project activity number.														
PROJECT MANAGEMENT														
1	Training in USAID procurement rules and Project Management	DCOP												
2	Project Launch event	COP												
3	Establishment of the Area Advisory Committees	COP												
4	Youth Assessment	DCOP												
5	Gender Assessment	DCOP												
RESULT 1: SOUND PUBLIC FINANCIAL SYSTEMS IN PLACE IN ORDER TO PROMOTE TRANSPARENCY AND PERMIT PARTICIPATION BY CITIZENS IN DECISION-MAKING														
Activity 1.1—Assess capacity of target municipalities, particularly in the areas of revenue generation, purchasing and procurement, administration and planning, and compliance with the Public Access to Information Law.														
1.1.1	Development of MOUs with municipalities	Cluster Managers												
1.1.2 – GP 1.1.	Development, presentation, and validation of PFM assessments	LT PFM Advisor												
Activity 1.2—Deliver technical assistance that meets the specific needs of the target municipalities.														
1.2.1	Ten sub-regional training workshops on PFM Standard Operating Procedures	LT PFM Advisor												

Number	Activities	Lead	Timeline											
			Q1 2014			Q2 2015			Q3 2015			Q4 2015		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Activity 1.3—Strengthen the role of COMUDEs to engage citizens in government decision making.														
1.3.1	Rapid assessments of COMUDE functioning and capacity to carry out their mandates	Technical Director												
1.3.2	Develop technical assistance plans for each COMUDE	Cluster Managers												
1.3.3	Initial meetings on the COMUDE technical assistance plans will be implemented	Cluster Managers												
Activity 1.4—Build the capacity of the mancomunidades to develop and implement regional strategies.														
1.4.1.- GP 1.1.	Select mancomunidades	Technical Director												
1.4.2	Mapping of selected mancomunidades	Cluster Managers												
1.4.3	Develop MOUs with selected mancomunidades	Cluster Managers												
RESULT 2: STRENGTHENED CIVIL SOCIETY PARTICIPATION IN SOCIAL ACCOUNTABILITY PROCESSES														
Activity 2.1—Conduct an entry point map.														
2.1.1	Develop entry points for all 30 municipalities	Cluster Managers												
Activity 2.2—Train citizens so they can analyze local authority budgets and public spending.														
2.2.1- GP 1.1.	Select municipalities and COCODEs for Budget Analysis Training	Cluster Managers												
2.2.2. – GP 1.2	Eight regional workshops to train CSOs and COCODEs in budget analysis	COP												

Number	Activities	Lead	Timeline											
			Q1 2014			Q2 2015			Q3 2015			Q4 2015		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Activity 2.3—Build the capacity of CSOs to engage municipalities through COMUDES.														
2.3.1. GP 1.2.	Eight regional workshops to train CSOs in basic advocacy techniques	COP												
Activity 2.4—Support CSOs to implement social accountability mechanisms.														
2.4.1	Developing election transition plans	Technical Director												
Activity 2.5—Provide technical assistance to the COCODEs through grants to CSOs.														
2.5.1. – GP 1.1.	Desktop survey of existing COCODE technical assistance needs	Cluster Managers												
2.5.2 – GP 1.2.	Formulation of CSO projects	Cluster Managers												
RESULT 3: INCREASED QUALITY OF DRINKING WATER IN 30 FEED THE FUTURE MUNICIPALITIES														
Activity 3.1—Map water sector stakeholders.														
3.1.1	Map water sector stakeholders	LT technical advisor												
Activity 3.2—Provide technical assistance to municipalities to improve water service delivery.														
3.2.1	Initial meetings to outline the strategic business and investment plans in all 30 municipalities	LT technical advisor												
Activity 3.3—Assist municipalities with the development of watershed management and protection plans and train them on plan implementation.														
3.3.1 – GP 1.1.	Watershed diagnostic	LT technical advisor												

Number	Activities	Lead	Timeline											
			Q1 2014			Q2 2015			Q3 2015			Q4 2015		
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
RESULT 4: LOCAL DEVELOPMENT PLANS ESTABLISHED AND EXECUTED WITH THE PURPOSE OF IMPROVING FOOD AND NUTRITIONAL SECURITY AND LOCAL ECONOMIC DEVELOPMENT														
Activity 4.1—Build the capacity of the Municipal Women’s Office to support the design and implementation of municipal plans to address food security and nutrition.														
4.1.1 – GP 1.1.	Rapid assessment of previous donor assistance to the 30 OMMs	Cluster Managers												
4.1.2 – GP 1.2, 1.4	Immediate responses to needs identified in rapid assessments	Cluster Managers												
Activity 4.2—Coordinate with municipalities to establish and operate food security situation rooms														
4.2.1. – GP 1.1.	Rapid assessments of the SAN Situation Rooms	Cluster Managers												
4.2.2	Coordination with SESAN and other USAID FtF initiatives	Cluster Managers												
4.2.3	TA in the functioning of existing situation rooms and in the establishment of new ones	LT LED advisor												
4.2.4.	Four regional training workshops on the importance of the Situation Rooms	LT LED advisor												
Activity 4.3—Help municipalities develop LED plans.														
4.3.1 - GP 1.1.	Assessment of municipal LED needs	LT LED advisor												
Activity 4.4—Coordinate with other USAID implementing partners to support access to basic municipal services for small-scale producers and their associations.														
4.4.1. – GP 1.1	Identification of public policies adverse to agricultural production	LT LED advisor												

Number	Activities	Lead	Timeline												
			Q1 2014			Q2 2015			Q3 2015			Q4 2015			
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
4.4.2	Facilitation of sessions with small-scale producers	LT LED advisor													
RESULT 5: MUNICIPAL PLANS ESTABLISHED TO REDUCE VULNERABILITY TO CLIMATE CHANGE AND TECHNICAL ASSISTANCE TO EXECUTE PLANS															
Activity 5.1—Improve municipalities’ awareness of climate stressors and of adaptation measures.															
5.1.1. – GP 1.1.	Evaluation of knowledge levels of climate stressors and adaptation measures	LT LED advisor													
Activity 5.4—Build citizen knowledge of climate stressors so they are better able to participate in the municipal planning.															
5.4.1	Climate Change Public Awareness Campaign	LT LED advisor													
RESULT 6: INCREASE CAPACITY OF THE NATIONAL ASSOCIATION OF MUNICIPALITIES (ANAM) AND/OR THE ASSOCIATION OF GUATEMALAN INDIGENOUS MAYORS AND AUTHORITIES (AGAAI) TO SUPPORT DEVELOPMENT OF THE MUNICIPAL PLAN AND TO REPLICATE SUCCESSFUL MODELS THROUGHOUT THE COUNTRY, INCLUDING MUNICIPAL CRIME PREVENTION PLANS															
Activity 6.1—Deliver technical assistance and training to ANAM and AGAAI to improve their service provision and ability to advocate on the topics of crime prevention, food security, health, DRR, and climate change vulnerability reduction.															
6.1.1	Develop MOUs between Nexos Locales and ANAM and AGAAI	Technical Director													
6.1.2	Develop technical assistance plans with ANAM and AGAAI	Technical Director													
6.1.3	Technical assistance in improved service provision to members	Technical Director													
6.1.4	Technical assistance in advocacy techniques in specific areas	Technical Director													