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GUATEMALA URBAN MUNICIPAL GOVERNANCE (UMG) PROJECT

ANNUAL REPORT

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COVER PHOTO: A collage of key moments of the Urban Municipal Governance Project's implementation from Fiscal Year 2022.

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ACRONYMS AND ABBREVIATIONS

ANAM	Guatemalan National Municipal Association
ASIES	Association for Research and Social Studies
CAIM	Women's Integral Attention Center
CICAM	<i>Centro de Investigación, Capacitación y Apoyo a la Mujer</i>
CGC	Comptroller-General of Guatemala
COMUPRE	Municipal Violence Prevention Commission
CONJUVE	National Youth Council
COCODEs	Community Development Committees
COCOPREs	Community Violence and Crime Prevention Committees
CPTED	Crime Prevention through Environmental Design
CSO	Civil Society Organizations
DMM	Municipal Women's Office
E4L	English for Life
E4W	English for Working
ELIGEM	Women's Leadership School
FOCAS	Functional Organizational Capacity Assessments
FUNDAECO	Foundation for Eco-Development and Conservation
FY	Fiscal Year
GBV	Gender-Based Violence
GIS	Geographic Information Systems
HDRV	High Risk Youth Identification and Assessment Tool
IEPADES	Sustainable Development Teaching Institute
INAP	National Institute of Public Administration
INL	Bureau of International Narcotics and Law Enforcement Affairs
IUSI	Single Property Tax

LED	Local Economic Development
LFC	<i>La Factoría Ciudadana</i>
LIDAR	Light Detection and Ranging
MASHAV	Israel's Agency for International Development Cooperation
MEL	Monitoring, Evaluation and Learning
MINFIN	Finance Ministry
MOPSIC	Comprehensive Community Security Police Model
MOU	Memorandum of Understanding
OMJ	Municipal Office for Youth
OMPC	Municipal Citizen Participation Office
PNC	National Civil Police
POA	Annual Operating Plan
POT	Land-use plan (<i>planificación en ordenamiento territorial</i> in Spanish)
POM	Parents on a Mission
SAG-UDAI	System of Government Audit of the Internal Audit Units
SBS	Social Welfare Secretariat (<i>Secretaría de Bienestar Social</i>)
SECCATID	The Executive Secretary's Commission against Illicit Drug Trafficking and Addictions
SEGEPLAN	Secretariat of the Presidency for Planning and Programming
SEPREM	Women's Presidential Secretary
SISCODE	Development Councils System
STTA	Short-term technical assistance
SVET	Secretariat against Sexual Violence Exploitation and Human Trafficking
UMG	Urban Municipal Governance Project
UPCV	Unit for Community Violence and Crime Prevention (of the Interior Ministry)
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Urban Municipal Governance (UMG) project works in eight municipalities throughout Guatemala to reduce levels of violence in municipalities most at risk of violent crime through enhanced municipal governance, increased coverage and quality of municipal services, and greater citizen participation and oversight. The seven-year project provides improved technology solutions and technical assistance to achieve transparent and participatory planning, financial management, and effective service delivery implementation.

To date, the UMG project facilitated dialogue and collaboration with the Vice Ministry of Violence Prevention, mayors, violence prevention experts, and invited key national and municipal actors to the United States and Mexico to learn from successful violence prevention initiatives. This helped municipalities view community safety as a basic human right and take responsibility for fostering safe and healthy communities, leading to Guatemalan municipalities planning and budgeting for violence prevention activities. Over the life of project, UMG partner municipalities have planned and budgeted for **287 violence prevention and irregular migration activities**. In parallel, UMG introduced **43 municipal violence prevention strategies^[1]** which will lead to future municipal violence prevention and migration investments and projects.

Project implementation is informed by the reality that municipalities have immense needs, and their budgets are insufficient to cover new violence prevention requests from the communities. For this reason, the project is supporting municipalities to generate own-source revenue through improved local tax and service fee recovery. To date, the UMG project helped eight out of ten target municipalities **increase income by 29.77% on average**, allowing them to use additional income for violence prevention and irregular migration programming. For some municipalities, this includes establishing four Municipal Offices for Youth (OMJs)^[2] and developing policies and strategies to support women and youth, which previously did not exist. To implement violence prevention and migration projects efficiently, municipalities must improve procurement of public contracts and purchases. Over the past six years, the UMG project **trained 581 municipal officials** in planning, budget formulation and execution, contract and procurement management, and the use of technology such as Quantum GIS (Geographic Information Systems), the Integrated Accounting System (SICOIN), *ServicioGL*, *Guatecompras*, among others. This resulted in **244 demonstrated municipal improvements** in institutional capacity for public management, including introduction of new projects, plans, regulations, procedures, and manuals.

The UMG project recognizes the crucial role local municipal leaders play in organizing and motivating national, local, and community partners to promote safe and healthy communities. To support municipalities in this role, the UMG project facilitated **73 alliances** to date between national programs and municipalities which strengthen multistakeholder interventions. Alliances included the Vice Ministry

^[1] The 43 municipal violence prevention strategies include: 11 Service Delivery Improvement Plans (SDIPS), a Municipal Violence Prevention Strategy, a Gender Strategy (includes gender-based violence), a Youth Strategy (includes a focus on Secondary Violence), a Citizen Participation Strategy, a Parents Training Strategy, an Integrated Community Police Strategy, a Migration Prevention Strategy, Cognitive-Behavioral Therapy through the MAS+ Program, a Municipal Strategy for Citizen Participation of Youth and twenty-three community violence prevention plans with a gender approach.

^[2] UMG supported the opening of new OMJs in Chiquimula, Chimaltenango, Coatepeque, and Escuintla

of Violence Prevention together with their operational Unit for Community Violence and Crime Prevention (UPCV), Ministry of Finance (MOF), Comptroller General's Office (CGC), the National Civil Police (PNC), the National Youth Council (CONJUVE), the Secretariat for General Planning (SEGEPLAN), the Commonwealth of the Great Southern Municipalities of the Department of Guatemala, the Executive Secretariat of the Commission Against Addictions and Illicit Drug Trafficking (SECCATID), and the National Institute of Public Administration (INAP), among others. The UMG project has also introduced violence prevention and irregular migration interventions into high crime neighborhoods using best practices to **support 37,450 vulnerable people, including women and youth who are "at-risk"** of becoming involved in delinquent behavior to prevent them from eventual consequences from the justice system.

Additionally, the UMG project supports citizen participation in prioritizing and presenting violence prevention projects through the Development Councils' System (SISCODE)^[4] through the Community Development Committees (COCODEs), Community Violence Prevention Commissions (COCOPREs), Municipal Development Council (COMUDEs), and Municipal Violence and Crime Prevention Commissions (COMUPREs). To date, UMG **trained 802 members of the SISCODE system** in local development, participatory planning, project cycle, prioritization tools, the municipal code, empowerment, leadership, and promoting the participation of women and youth in violence prevention, citizen security, and social auditing initiatives. These trainings have led to COCODEs, COCOPREs, and COMUPREs preparing and presenting violence prevention projects to the COMUDEs for inclusion in municipal Annual Operating Plans (POAs).

FY22 presented unique challenges as Guatemala emerged from the COVID-19 pandemic in a pre-electoral year. UMG originally planned for an increase of \$6 million for its budget and prepared a Work Plan based on that amount, ultimately only receiving \$4 million. Based on that reduction UMG had to once again reduce the number and the scope of activities to fit them all into the budget.

^{3]} These committees and councils represent citizen interests by improving access to information about municipal performance and holding municipal authorities accountable.

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1.0 INTRODUCTION

1.1 PROJECT DESCRIPTION

USAID awarded the Urban Municipal Governance (UMG) project to Tetra Tech on January 27, 2017. UMG is a seven-year project designed to reduce levels of violence in municipalities most at risk of violent crime through enhanced municipal governance, increased coverage and quality of municipal services, and greater citizen participation and oversight. The project is working to provide eight municipal governments¹ with improved technology solutions and technical assistance to achieve transparent and participatory planning, financial management, and effective service delivery implementation. UMG is organized to provide technical assistance, capacity building support, and resources for direct improvements to community-based organizations working in partnership with municipalities to improve services that will help reduce crime and violence. The UMG project is organized to achieve three primary objectives, which are divided into organizational components: municipal strengthening, service delivery improvement, and citizen engagement. The three objectives follow:

1. Strengthening Municipal Performance: Strong public budgeting for crime and violence prevention related activities are in place.
2. Service Delivery Improvement: High-crime, urban marginalized communities are improved through citizen-driven improvements in living conditions and municipal services.
3. Citizen Engagement: Citizens and civil society especially in the most at-risk communities are actively involved in municipal decision-making and accountability processes.

1.2 JOURNEY TO SELF – RELIANCE

Over the past six years, the UMG project designed and implemented activities conducive to leaving a legacy of enduring results that both contribute in a lasting way to strengthen municipal-level governance and ultimately, to reduce crime, violence, and migration. UMG worked with partner municipalities, national institutions, and local civil society organizations (CSOs), to implement various strategies. Most of these strategies were piloted, documented, and shared with these organizations. Some are being

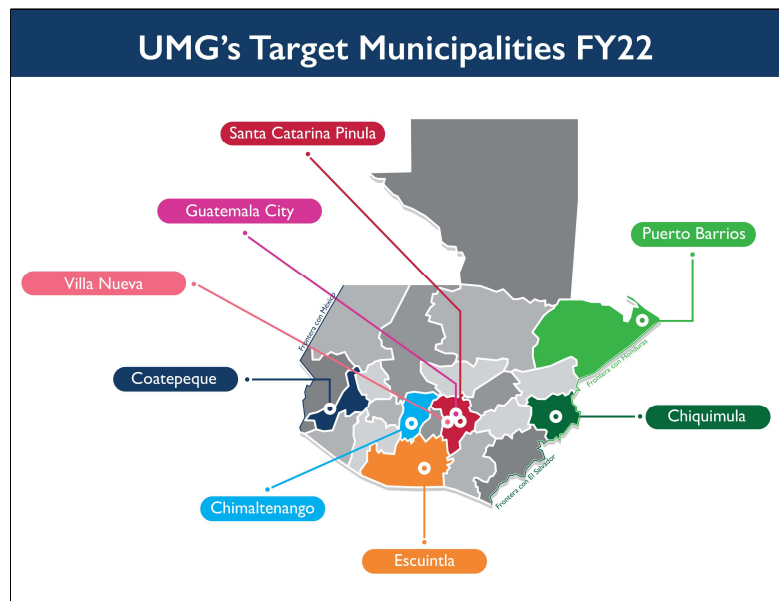


Figure 1: UMG Project Coverage

¹ Target municipalities include: 1) Guatemala City, 2) Villa Nueva, 3) Santa Catarina Pinula, 4) Chimaltenango; 5) Escuintla, 6) Puerto Barrios, 7) Coatepeque; and 8) Chiquimula.

replicated and others are being assessed for evidenced-based learning. This will lead to the replication of effective interventions beyond the life of the project.

The sustainability of UMG project interventions is based on four levels of support to local partners

1. *Generating models and solutions conducive to replication* by our current partners and beyond. The project has strengthened the capacity of municipal governments, communities and CSOs – resulting in effective interventions, methods, and tools. These models capture a variety of successful experiences, such as the Functional Organizational Capacity Assessments (FOCAS) at the municipal level, and vocational training and alternative education for youth at the community level to prevent violence.
2. *Strengthening linkages between national institutions and local governments* to access and implement successful national-level models. Many municipalities lack resources and technical capacity to adopt helpful national-level programs. The UMG project closes the national to local gap and facilitates the roll-out of key models and methodologies. For example, through project support municipalities adopted the required Secretariat of the Presidency for Planning and Programming (SEGEPLAN) tools to strengthen municipal planning efforts. At the community level, UMG closed the national-local gap by helping the Unit for Community Violence and Crime Prevention (UPCV) conduct effective community level planning using existing national strategies. This institutionalizes UPCV programs with Community Development Committees (COCODEs) and Community Violence and Crime Prevention Committees (COCOPREs).
3. *Introducing new technology and tools* to improve local actor capacity. The project is using information technology to accelerate progress and promote sustainability. For example, UMG engaged municipal cadaster offices to improve land use planning and revenue generation opportunities by providing satellite and light detection and ranging (LIDAR) images along with capacity building to effectively use this data. Local systems are being modernized, with *GLPortal* allowing for online municipal service fee collection through the credit card and banking system. At the community level, the project is working with CSOs and municipalities to develop an effective tool to better identify youth most at risk of crime and violence – effective prevention programming must be accompanied by effective youth selection tools, as limited resources must reach those who need them most.
4. *Strengthening municipal capacity to generate own-source revenue* through improved tax and service fee collection mechanisms. Increased income results in higher quality services and the ability to implement more robust municipal programming for crime and violence activities.

Through the remaining year of the program, UMG will continue to report on the sustainability of project activities. This report emphasizes UMG's efforts to institutionalize many of its methodologies in support of Guatemala's *Journey to Self-Reliance*.

2. MAJOR ACTIVITIES AND ACCOMPLISHMENTS

During Fiscal Year (FY) 2022 UMG had many accomplishments and encountered several unexpected constraints as described below:

NATIONAL LEVEL

Q4:

- On July 27, 2022, UMG signed a second Memorandum of Understanding (MoU) with the National Youth Council (CONJUVE) to continue collaboration implementing youth-focused strategies in the municipalities under project coverage.
- UMG coordinated bi-institutional training for staff from the Interior Ministry's Unit for Community Violence and Crime Prevention (UPCV) to improve the implementation of the *Poderes de la Prevención* and developed 12 community violence prevention plans with a gender focus.
- On September 1, 2022, 31 young people celebrated completing the violence prevention promotor certificate course led by UPCV
- UMG supported UPCV in facilitating the course as training for the young people to become Violence Prevention Promoters. As promoters, the youth will be given an assignment to support UPCV in their cities and communities by leading an array of violence prevention activities.
- During the reporting period, 113 municipal authorities in five urban municipalities completed a five-module training on drug use and addiction prevention through the Executive Secretary's Commission against Illicit Drug Trafficking and Addictions (SECCATID).

FY22:

- UMG signed MoUs with the Presidential Secretary for Women (SEPREM), the National Association of Municipalities (ANAM), the Secretariat Against Sexual Violence, Exploitation and Human Trafficking (SVET) and the Comptroller-General of Guatemala (CGC).
- UMG's alliances with SVET, SECCATID and UPCV linked central government programming and support to municipal and community levels, which was previously a limitation for these institutions.
- UMG partnered with SEPREM and ANAM to inaugurate the Leadership School (ELIGEM) for the Municipal Women's Directorates (DMMs).
- CONJUVE, with support from UMG, completed the online Emprendi2 program which trained over 2,400 young entrepreneurs across the country.
- UMG partnered with SEPREM and ANAM to host 44 women leaders from all over the country for a three-day meeting in Guatemala City addressing women-centered municipal projects, women involvement in local governance, economic empowerment, and how to strengthen municipal management in favor of women's needs.
- UMG, *Fundación Novella* and *La Factoría Ciudadana*, led a study tour for key Guatemalan officials to experience tertiary violence prevention institutions in Los Angeles, California.
- UMG provided equipment to the CGC to sustain online platforms where audits of municipal funds are stored and verified. This was paired with a virtual certification course on social audits

for municipal workers and civil society in the municipalities of Escuintla, Chimaltenango, and Villa Nueva.

- The National Public Administration Institute (INAP) and ANAM, with support from UMG, hosted the first forum on best practices in own-source revenue generation for municipalities. UMG provided technical assistance to the municipalities of Chimaltenango, Puerto Barrios, and Villa Nueva, who all were selected to present best practices at the forum.
- The Municipality of Puerto Barrios hosted a press conference to relaunch the online payment system for municipal services. This press conference, organized by the Municipality to promote the use of the online payment system, hosted COCODEs and various news outlets. Based on the successful pilot in Puerto Barrios, the Finance Ministry will be rolling out the system to all 340 municipalities in Guatemala.

MUNICIPAL LEVEL

Q4:

- The City of Long Beach California hosted 21 officials from the Municipalities of Villa Nueva, Guatemala City, and Santa Catarina Pinula to learn about Long Beach's violence prevention programming. A wide array of Long Beach City offices, including the Police Department, Health and Human Services, the Library, the Innovation and Technology office, the Youth Development office, and the Local Economic Development office, presented on their strategies to prevent violence. The Municipality of Guatemala also met with a representative of the Johns Hopkins University's Bloomberg Center for Public Innovation to continue their collaboration in the preparation of their violence preventions plans.
- On August 26, 2022, the Municipality of Puerto Barrios, UNHCR, USAID and Refugio de la Niñez inaugurated the Women's Integral Attention Center (CAIM). The Municipal Women's Directorate (DMM) identified the need for a women's center to support female victims of violence as a key project in the Municipal Women's Public Policy, developed with UMG support. The Center will provide female victims with access to psychological care, legal assistance, and support groups for survivors. US Ambassador, William Popp, attended the inauguration and reaffirmed the United States' commitment to addressing violence against women in Guatemala.
- On August 1, 2022, the Municipality of Puerto Barrios hosted an assembly of young people from different middle and high schools to official create the Municipal Youth Network.
- On August 16-17, 2022, a group of 28 young people from six urban municipalities across Guatemala gathered to celebrate completing USAID and IREX's Transformative Leadership Course. UMG staff received the training and replicated it with youth leaders and Municipal Youth Office staff to share information on power structures, local government, development, youth issues and how to influence change.
- On September 1, 2022, the Municipality of Villa Nueva celebrated 150 young people who completed their service as civic volunteers. The civic service program, similar to AmeriCorps, places capable youth volunteers in positions across the city, volunteering with different municipal offices and organizations to provide support while also increasing the young peoples' employability and skillsets.
- The Municipalities of Chiquimula, Puerto Barrios, Escuintla, and Guatemala City commemorated International Youth Day in August through dynamic events to increase citizen participation and youth activism.

- This quarter, 301 youth from Villa Nueva, Coatepeque, and Chimaltenango graduated from the English for Work (E4W) course. The E4W program trains youth to attain an 80% English language fluency to increase employability. Of the 301 graduates, 169 (56%) have already found formal employment.
- On July 20, 2022, the Municipality of Chimaltenango hosted its quarterly city council (COMUDE) meeting where officials presented the Land-Use Plan (POT) Application Guide to community leaders. Chimaltenango's community driven discussion on the POT implementation demonstrates its buy-in to the use of the POT in guiding future investment in the city.
- On August 11, 2022, the Mayor of Guatemala City received the final report on the economic corridor from Escuintla to Guatemala City (Central-South). This report is the product of months of research on traffic flows with the five municipalities that unite the Pacific coast port in Escuintla with Guatemala City, passing through Palin, Amatitlán, and Villa Nueva. The report will allow municipalities to work together on strategies to improve traffic conditions.
- On September 28 and 29, the Municipality of Puerto Barrios held internal meetings to define their 2023 Annual Operating Plan (POA). UMG works with the Municipality to increase efficiency and develop short-term actions to improve the functioning of the city government's operations and ensure the inclusion of violence prevention initiatives.
- On September 23, 2022, Guatemala City's local government and the Interior Ministry hosted a roundtable with key institutions and community leaders for each of the city's neighborhoods to discuss the creation of a violence prevention policy. Community leaders shared the problems that they face in their neighborhoods including extortion, domestic violence, alcoholism, and drug abuse.

FY22:

- The Municipality of Guatemala, with support from UMG, presented the results of a six-month assessment of actions municipalities need to take to access funding from the Departmental Councils for Urban Development (CODEDEs).
- 191 students graduated from the Villa Nueva Local Economic Development (DEL) Office English Course and of these, 138 (72%) have already found formal employment.
- The seven municipalities of the Great Southern Commonwealth received light detection and ranging (LIDAR) training.
- UMG provided support to target Municipalities in the preparation of their Annual Plan 2022 to include Violence Prevention Programs.
- UMG signed a MOU with Municipality of Santa Catarina Pinula to begin coordinating efforts on citizen participation, own-source income generation, and violence prevention programming.
- COCODEs in the municipalities of Escuintla, Chimaltenango, and Villa Nueva signed an MOU with their respective municipalities to create a social audit observatory where communities can track municipal spending.
- Revenue increased, in some cases substantially, across all supported UMG municipalities. The average revenue increase was 29.77%, well above the goal of a 2% annual increase.
- UMG, through its consortium partner Segura, worked in seven municipalities to create/strengthen Local Economic Development (LED) Offices (OMDEL) and completed a job market research effort to strengthen LED initiatives.
- Chimaltenango, Coatepeque, and Santa Catarina Pinula launched their first English for Working (E4W) cohorts.

- The Municipality of Guatemala advanced the process to create a Virtual Economic Information Office and platform called DataCapital to stimulate LED.
- The Latino Coalition trained 50 municipal staff from six municipalities in the Parents on a Mission (POM) Curriculum. The virtual POM training, led by Coach Richard Ramos, included fifty participants who work in the Municipal Women's Directorates, Municipal Youth Offices, and the Municipal Children and Adolescents Offices.
- On January 25, 2022, UMG launched three municipal land-use plans (POT) with the municipalities of Chimaltenango, Escuintla, and Puerto Barrios. The event highlighted five years of work with local leaders, community members, and the Foundation for Ecodevelopment and Conservation (FUNDAECO) to create a consensus around land use and how its development should be regulated over time.
- UMG and ANAM conducted workshops in Quetzaltenango, Guatemala City, and Izabal, to promote the project-developed Community Development Committee (COCODE) Guide to amplify local voices by strengthening the Municipal Citizen Participation Offices (OMPC).
- Representatives from Johns Hopkins University's Bloomberg Center for Public Innovation met with the municipality of Guatemala City to discuss collaboration areas such as starting an Innovation Office that Bloomberg could finance.
- UMG sent two mayors to participate in various activities at the Summit of the Americas in Los Angeles. The mayors of Puerto Barrios and Villa Nueva spoke at a roundtable on best practices in violence prevention sharing their experiences with local governance.
- UMG hosted two Israeli violence prevention experts to train 26 MuniGuate staffers, and representatives from various institutions to design a project to address insecurity in Zone 18. UMG, Israel's Agency for International Development Cooperation (Mashav), and the Israeli Embassy, coordinated with the Municipality of Guatemala to initiate this workshop.
- UMG supported the municipalities of Coatepeque, Villa Nueva, Escuintla, Puerto Barrios, and Santa Catarina Pinula to collect in-depth data on what employment opportunities exist in each municipality by completing a survey with micro, medium, and large businesses. This data-driven approach will inform local authorities on how to best address unemployment and stimulate economic growth in each city.
- In June, the Municipality of Villa Nueva received 15,055 information requests through its new Contact Center with chatbot, from residents about public services and other topics.
- The Municipality of Villa Nueva began the process of designing a smart city model with the support from an international expert provided by UMG.
- In Coatepeque, 37 youth completed the Transformative Leadership course and at the graduation event municipal authorities surprised the participants by announcing the approval of the Municipal Youth Public Policy, which will guide future municipal investment in youth.
- The Municipality of Guatemala City took the first step to institutionalize a High-Risk Youth Identification and Assessment Tool (HDRV) developed by UMG and the Parents on a Mission (POM) intervention methodology offered by the project.

COMMUNITY LEVEL

Q4:

- UMG, with local partners Grupo Ceiba, AIGLÉ, and the Association for Research and Social Studies (ASIES), launched the Mas+ pilot program that seeks to increase the number of measurably high-risk youth from Zone 18 involved in Ceiba's interventions and then measure the effectiveness of violence prevention programming. Sixty youth will receive Cognitive

Behavioral Therapy, mentoring programs, and POM trainings directed at the parents of the beneficiaries.

- On July 8, 2022, the Municipality of Escuintla congratulated 45 community and youth leaders who completed the citizen participation school. This four-module course guided participants through the legal structure of citizen participation in local government decision making spaces. The group proposed a pothole repair project to the Municipality and the mayor confirmed that the project will be financed with municipal funds this year. This school is a stand-out initiative, now institutionalized by the Municipality, that seeks to foster an informed and diverse pool of citizens ready to make key development decisions for communities.
- On August 17, 2022, the Municipality of Palencia welcomed residents of the neighborhood *Rincón de la Piedra* to celebrate the renovation of their public park. UMG supported the municipality to revamp the infrastructure of the park, including a roof over the basketball/soccer court. The project benefited over 8,000 residents and cost approximately \$60,000. This Crime Prevention Through Environmental Design (CPTED) project brought together a wide spectrum of community leaders to address the discarded park that had been taken over by young men involved in illicit activities. Now the park is a place for the entire community to gather.
- The Municipality of Guatemala replicated the Parents on Mission (POM) training to 46 parents from six different high-risk zones in Guatemala City.

FY22:

- Completed and inaugurated prioritized community infrastructure projects in the Municipalities of Escuintla, Chimaltenango, Malacatán, and Retalhuleu.
- Supported the National Police (PNC) Comprehensive Community Security Police Model (MOPSIC) in eight high crime municipalities.
- Supported seven municipalities to advocate on the International Day for the Elimination of Violence Against Women.
- Trained local partners on the use of an adapted version of a tool to measure risk factors in high-risk youth (HDRV).
- 140 women from the Municipality of Guatemala participated in Gender-based Violence training supported by the Municipal Women's (DMM) Office.
- COCODE of Socobal Chimaltenango, with the support of UMG, facilitated a Violence Prevention Youth Rally.
- The Municipal Women's Directorate in Chimaltenango coordinated to bring together women leaders to create the Municipal Women's Commission, with project support.
- Women and young people in Colomba assembled to officially form two new commissions: 1) The Municipal Women's Commission; and 2) The Municipal Youth Commission.
- UMG trained 30 youth volunteers in Santa Catarina Pinula on the importance of social audits as an accountability mechanism.
- UMG local partner, Grupo Ceiba enrolled 618 young people in a virtual course on technology across the country. The Micro Peace Platform also serves as a conflict resolution space for community members, and this year Ceiba responded to 414 neighborhood disputes.

Table I below highlights key constraints impacting project implementation.

Table I: Constraints and Lesson Learned

Constraint/Issue	Lesson Learned/Action Moving Forward
Funding- UMG originally planned for an increased obligation of \$6 million in FY 2022 and prepared a Work Plan based on that amount but the project only received \$4 million. Based on the reduced obligation, UMG had to once again reduce the number and the scope of activities to fit them all into the budget.	The local sub-grantees are always the hardest hit by these budget reductions, as they too plan activities based on a budget UMG projected for them so that they can contract the needed staff and rent areas to operate out of. In the end, we were able to work together to modify their FY 22 work plan and budget, but they expressed concerns about reputational risks for their organization, having raised expectations within their communities regarding certain programs that were later reduced due to UMG's budget cuts. UMG also had higher than expected staff reductions to meet budget requirements.
Although much less than previous years, the COVID-19 pandemic continues to impact all project implementation dynamics. The project continues to periodically change dates of activities/events as COVID outbreaks happen.	This year it has been more of a nuisance as planned activities were still implemented, but some were forced to be delayed.
Although the correct focus, working through multiple local organizations, can complicate the timeliness of implementation strategies. The implementation of different violence prevention programs requires a high level of coordination and harmonization of objectives between all involved parties to achieve the expected results. These organizations already have their diverse organizational cultures and administrative processes that can become a barrier to the timely implementation of activities as reports are at times turned in late and not of the needed quality.	Even though the project is in its sixth year, UMG continues to do periodic monitoring, technical training, and team building activities to ensure the projects move forward in a timely fashion.

2.1 JOURNEY TO SELF-RELIANCE THROUGH GENERATING LASTING MODELS

Effective interventions, methodologies, and tools have emerged through the UMG project's institutional strengthening efforts to support municipalities, the Development Councils System (SISCODE) system, and CSOs.

The UMG project continues to work through diverse CSOs to pilot various crime and violence prevention strategies. The project promotes the uptake of these strategies within existing municipal planning and financial processes – expecting to institutionalize them. Through an international short-term consultancy and in close collaboration with long-term project staff, the UMG project is conducting a performance evaluation of the results being achieved by CSOs implementing these methodologies. Several successful experiences detailing efforts to promote sustainability are highlighted below.

Primary crime and violence strategies:

1. Social Behavior Change Project- This comic book project is designed to shift normative values concerning women and gender equality, women's economic empowerment, and undermine the perceived legitimacy of GBV among Guatemalan youth. The process began with the hiring of local organizations specialized in supporting women who have reported being victims of violence. These organizations conducted several focus groups with young people to evaluate three proposed heroines' stories. After selecting the main character, the international contractor hired a local artist to write the main song for the comic. The next quarter will begin with the dissemination of the comic in its printed version and through social media. This activity is described in future detail in Annex I.
2. Reducing domestic violence through CICAM— This quarter, CICAM provided technical assistance to the Municipal Women's Directorates (DMMs) in Escuintla, Puerto Barrios, Coatepeque, Chimaltenango, and Santa Catarina Pinula to assist them in preparing their community violence prevention plans with a focus on gender. In Guatemala City they continued working with youth in Zones 5 and 6 on citizen participation, values, and their rights as a youth.

3. Grupo Ceiba's Community Work— During FY22, Grupo Ceiba certified 938 youth in their technological training program nationwide. The program served more women than men (39% men vs. 61% women). It is currently serving the last cohort that began in June and will end in November. Likewise, Ceiba implements the Micro Peace Platforms Program, which are community spaces that bring together around 15 residents of a community, to discuss issues related to the violence that occurs in their neighborhoods. In total, 418 people participated



Figure 2: Grupo Ceiba prepares to celebrate Guatemala's Independence Day with students.

in the various platforms during FY22. Among the topics that were addressed, are those related to family relationships, addictions in youth, and emotional support for young people. Finally, within the *La Burrita de la Paz* program, which is a conflict resolution center where mediation is used as a mechanism to resolve problems between residents of communities that could resort to violence, 414 conflicts were resolved during FY22. Most of the problems addressed by the *La Burrita de la Paz* staff were related to disruptive behavior that generated annoyance and discord among neighbors, which often can escalate into violence.

In the alternate education program, Ceiba certified 281 students. This program is implemented only at the headquarters of the Technological Services Park, Zone I and only serves youth from Zones 18 and zone 5.

In summary, Ceiba continued during FY22 with its computer certification processes and accompanying students who registered in the alternate education program last year. Some of the program's goals suffered an impact due to funding reduction: i) the program for young people in conflict with the law had to close branches in Chiquimula, Coatepeque, Escuintla, and Puerto Barrios; ii) GRUCE was also unable to open an office in Zone 21: however, they did serve a small group of youth from that area, at the central headquarters; ii) the peace platforms also had to close in some municipalities and in Zones 5 and 21 in Guatemala City. *La Burrita de la Paz* continued its work as it is key to Ceiba's work in Zone 18.

During FY22, UMG trained Ceiba staff to apply the HDRV survey with youth enrolled in the computer course and youth in conflict with the law participants. Approximately 750 youth took the survey at the beginning and end of each cohort. The analysis of this data will be presented in Q1 of FY23.

4. School-based violence prevention through *Fundación Crisálida Internacional*— Glasswing implements a comprehensive school-based violence prevention program that has proven effective in reducing risk factors and increasing protective factors to promote positive development of children and adolescents.

The program began in March in three selected schools located in El Mezquital in Villa Nueva. The central element of this program is the extracurricular clubs that complement the students' formal education; respond to interests and learning needs; and enhance the development of academic and socio-emotional skills. Clubs meet in-person or virtually twice a week, and at times have met on the weekends. In total, 329 students have been registered (boys 55%, girls 45%), of these 131 (40%) belong to the Escuela Mezquital I; 128 (39%) to school 594-B and 70 (21%) to La Esperanza Basic Education Institute.



Figure 3: Glasswing volunteer supports students at a remedial math club.

Glasswing recruited and trained 65 volunteers who lead the various clubs. They were trained in topics such as children and adolescents' rights, classroom management, and conflict resolution. Each volunteer received a Club Guide containing the content and a kit of basic materials to implement practical activities in the classroom.



Figure 4: Glasswing volunteers participate in teambuilding activities.

Glasswing also engaged 188 people in the Community Café program during FY22. This is a methodology that enables spaces for dialogue and encourages communication and the exchange of experiences on issues that are of most importance to the community. Participants in the Community Café program include fathers, mothers, and teachers who are all residents of El Mezquital, La Esperanza and Villalobos, Villa Nueva neighborhoods.

Glasswing's work in schools contributes to improving the conditions in which children and adolescents received classes this school year. The COVID-19

pandemic forced a late start to the school year and the conditions of social distancing impacted the establishment of social relationships between peers.

Regarding beneficiaries' risk of violence detection, Glasswing collaborated with UMG to design a survey for children in school. Glasswing surveyed 282 students from two of the elementary schools. For each area on the HDRV-kids, there are three levels of risk: one is low, two is medium and three is high. In total, 14% of the boys surveyed are at level three of individual risk and 13% at level three of family risk. In the dimensions of friends and community, the majority (80%) reported a low risk. In other words, in this age group (8 to 12) community insecurity is not perceived, and because of the pandemic, and the recent restart of face-to-face classes, the boys did not have an established group of friends. As a follow-up, in the next quarter, prior to the program closing, capacities will be transferred to the Glasswing team.

In summary, despite having started this intervention late due to Covid-19 restrictions in the schools, Glasswing managed to exceed goals proposed in the FY22 work plan. The development of inter-school clubs is still pending, which is the last activity to be implemented prior to closing the grant in December.

5. Crime Prevention Through Environmental Design (CPTED) — On August 17, 2022, the Municipality of Palencia welcomed residents of the neighborhood *Rincón de la Piedra* to celebrate the renovation of their public park. UMG supported the municipality to revamp the infrastructure of the park, including a roof over the basketball/soccer court. The whole project is benefited over 8,000 residents and cost a little more than \$60,000. This Crime Prevention Through Environmental Design (CPTED) project brought together a wide spectrum of community leaders to address the discarded park that had been taken over by young men involved in illicit activities. Now the park is a place for the entire community to gather. UMG has invested \$394,285.55 in seven CPTED projects and the municipalities have contributed \$190,176.33. Currently, there are two CPTED projects in progress:

Table 2: UMG CPTED Projects

Municipality	Project	Status	Advances	UMG Investment
Guatemala City, Zone 5	Sidewalk improvement and public space recovery	Ongoing	This quarter construction continues to advance. This project is scheduled to finish next quarter.	\$110,767.36
Guatemala City, Zone 18	Recreational Park	Ongoing	This quarter construction continues to advance. This project is scheduled to finish next quarter.	\$63,003.28
Palencia	Public Park improvement	Completed	This quarter construction continued and is scheduled to finish next quarter.	\$59,485.02
Malacatán, San Marcos	Community Center	Completed	The municipality held the inauguration on March 31, 2022.	\$58,971.89
Canton Tableros, Retalhuleu	25 Solar-powered Streetlights	Completed	The municipality held the inauguration on November 3, 2021.	\$24,171.42
Colonia El Socobal, Chimaltenango	50 Solar-powered Streetlights	Completed	The municipality held the inauguration on November 10, 2021.	\$45,598.85
Colonia Modelo I, Escuintla	Renovation of park exercise equipment	Completed	The municipality held the inauguration on May 18, 2021.	\$32,287.73

Project beneficiaries shared their experiences reflecting on the before and after of the CPTED projects:



Figure 3. Inauguration of Palencia's park with roof.

Palencia Public Park

Zoila is the president of the COCODE in *Cantón Rincón de la Piedra* in Palencia and is thrilled to see her community's park finally being used by everyone, even during the rainy season. Prior to UMG's CPTED investment, the park area was always full of litter, and it wasn't a place for community members to gather for positive interactions. Now it's buzzing with activity.

Malacatán's Community Center

Mariano, president of the COCODEs shared that before UMG's CPTED investment, the community center was a dangerous place where homeless people and drug users hung out. Thanks to the renovation project, the community center now serves the entire community. Mariano has taken an active role to supervise the good use of the area and to care for the Center and for the wellbeing of his community.



Figure 6: Children enjoy playground in Malacatán's Community Center.



Figure 7: Youth try exercise equipment at Escuintla's renovated park.

Escuintla Park

Carlos, the former COCODE president and now vice president from Colonia El Modelo I in Escuintla remembers that walking from the park courts to the soccer field was very dangerous. There were always people doing drugs and getting into trouble. Carlos helped the community to organize and seek help through the Municipality and UMG. Now every evening Carlos takes his dog out for a walk, he sees people doing exercise and enjoying the well lit park.

Chimaltenango Streetlights

Erminia (pictured right) lives halfway up a steep hill on a dirt path that even the best 4x4 vehicles would struggle to conquer. She moved to Chimaltenango from the coast around 15 years ago and has seen Socobal transform and grow. Her home, a small, rusted tin structure with a latch door and hole for a window, would be no problem for an intruder. Despite her situation, Erminia is full of joy and life.

Directly across from her home, UMG installed one of the fifty solar powered streetlights that now pops on at dusk every day. Erminia can freely walk down the hill to the corner store or go to evening services at her church with less fear.



Figure 8: Erminia looks out from her house at the new solar streetlight.

Secondary crime and violence strategies:

- I. Mas+ Secondary Violence Prevention Program— Mas+ is a secondary violence prevention program targeting high-risk youth, residents from zone 18 in Guatemala City. Mas+ is a complement to the computer training activities carried out by Ceiba. The program aims to reduce risks and vulnerabilities to violence at the individual, family, and peer relationship levels. To achieve this the program includes the following components: i) Group Therapy using cognitive behavioral therapy (CBT), ii) Workshops with parents using the Parents on a Mission (POM) curriculum, and iii) Volunteering and recreational outings. To test the effectiveness of Mas+, beneficiaries were surveyed using HDRV tool at the start of the program and will be surveyed again at the end of the program. Mas+ is implemented in collaboration with Ceiba who oversees both the technological training and the volunteer and recreational outings. Proyecto AIGLÉ oversees CBT therapies and UMG directly implements family bonding workshops (through POM) to promote greater communication and reduction of violence in the family.

This program began in August with a total of 67 youth (33 women, 34 men) identified as high-risk and residents of Zone 18. Ceiba selected the young people to participate based on the results of the HDRV tool. ASIES, an organization specialized in program measurement and evaluation, administered the survey to the youth.



Figure 9: Mas+ participants take the wheel of their lives during the program launch.

In mid-August the Mas+ program began in-person implementation. For the past six weeks, beneficiaries have shown up to Ceiba headquarters once a week from 8:00 am to 1:00 pm. They received group therapies with a CBT approach implemented by specialized psychologists from AIGLÉ, while simultaneously attending their computer and English courses. Additionally, the beneficiaries receive a nutritious snack every time they attend the program.

In September, Ceiba led the first recreational outing, which sought to create the conditions for parents and youth to have fun together. This activity was carried out at the La

Aurora Zoo, in Guatemala City. In this same month, UMG facilitated the first POM training day for 18 parents.



Figure 10. Mas+ participants on their first recreational outing to the zoo.

2. Training parents through the Latino Coalition— This quarter, the Municipality of Guatemala replicated the POM training with 37 parents from six different red zones in Guatemala City. UMG developed an alliance with the LA-based ‘Latino Coalition’ who created the POM course to support parents to reunite the basic framework of family to create the safety net that young people need when confronting difficult situations that often lead to poor life decisions. The institutionalization of the POM methodology into MuniGuate’s toolbox of violence prevention programming demonstrates UMG’s effectiveness to implement sustainable initiatives. In Q1 FY22, these parents will graduate from the POM course. Additionally, the municipalities of Coatepeque and Puerto Barrios replicated the training and Mas+ and English for Life (E4L) also continued to facilitate the POM training to parents of participants.
3. At-Risk Youth Participate in English 4 Life Program- This is a program led by the Local Economic Development office of Villa Nueva to support youth living within the community hotspot of Mezquital. These youth were identified with the support of the Bureau of International Narcotics and Law Enforcement Affairs (INL) and either live with family members who have had issues with the law or have parents who requested help as they fear their child is leaning toward delinquent activities. In Q4, the Municipality of Villa Nueva continued to impart English courses and psychosocial support for at-risk youth aged 14-18 as a part of the E4L program. The E4L program uses English language instruction to engage at-risk youth from red zone neighborhoods in Villa Nueva in a healthy free-time activity while also providing mental health support with mentors who make house visits to support participating students and their families.

During the reporting period, UMG project staff conducted a series of focus groups and interviews with participants, instructors, and parents of the E4L program. Given that the program is the result of two years of evolution and adaptation, UMG wanted to document the

successes and lessons learned of E4L. Overall, UMG met with 25 parents and 30 student participants (aged 13-18) to hear about their experiences with the program.



Figure 11: Michelle, a former English for Life participant, is now studying for her university degree while also working as an E4L mentor. She is UMG's Q4 Success Story heroine.

Since 2020, UMG and the Municipality of Villa Nueva and UMG have supported 171 E4L participants. Currently there are 97 active participants.

UMG administered the HDRV to sixty-four E4L beneficiaries². Of these, 61% (39) were women and 39% (25) were men. Beneficiaries were between the ages of 12 to 21; 5% fell into the high-risk category. In examining the factors where youth are most vulnerable to violence: 46% of youth were low-risk compared to 53% who were high-risk for individual factors, 98% were low-risk compared to 2% high-risk in the friendship factor, 56% were low-risk compared to 44% high-risk in the family factor, and 3% were low-risk compared to 97% were high-risk for the community factor. This project proves that there is political will at the municipal level in Villa

² It should be noted that since the HDRV was not ready to field application when the English4L started, these youth had already been in the program for over a year and behavior could have changed prior to the application of the tool.

Nueva to take on best practices in violence prevention and incorporate the project in their normal programming.

4. ACTIVATE with the Municipality of Villa Nueva - UMG has worked with the Municipality of Villa Nueva's Violence Prevention Unit to design a Secondary Violence Prevention program for adolescents that have demonstrated high risk factors toward violence. This quarter, the Municipal Children and Adolescents Protection Office (OMPNA) developed a technical assistance plan with UMG to strengthen its violence prevention and attention program for adolescents. UMG contracted three consultants, a psychologist, a social worker, and a teacher, to provide support to teens. Overall, the ACTIVATE program supported 45 young people, aged 12-17, (21 men and 24 women) through therapy and learning problems.

Tertiary crime and violence strategies:

1. Attention to Migrants and Previously Incarcerated People through Fundación Novella (La Factoría Ciudadana) — Fundación Novella oversees the Tertiary Violence Prevention Program *La Factoría Ciudadana* (LFC). During FY22, 20 beneficiaries (11 women and nine men) participated in various activities and workshops that seek to develop their capacities at an individual and social level.



Figure 12: LFC participants celebrate the completion of the Leadership, Resilience and Empowerment training.

LFC also implemented a series of six workshops on Leadership, Resilience, and Empowerment where 14 participants who attended all sessions received a certificate of participation. Both returned migrants and formerly incarcerated people participated in these workshops.

Over the quarter, implementation of psychotherapeutic sessions, one of the central components of LFC, faced various challenges. Participants expressed difficulties with consistently attending their sessions at LFC's offices. To increase accessibility, LFC began to offer these sessions virtually. Although LFC reported a monthly increase of beneficiaries enrolling in the program, there is still no record of a

participant completing all 14 sessions established in the protocol. Therefore, it is not yet possible to evaluate whether beneficiaries have experienced a change in their mental health due to their participation in the program. In total, LFC provided psychotherapeutic care to 69 people at least once (26 returned migrants and 43 formerly incarcerated people).

This quarter, LFC focused on training personnel. During FY22, seven LFC employees participated in a series of training activities related to migration issues, violence prevention, attention to migrants, drug use prevention, and gender equality, completing 16 hours of training.

This year, LFC completed its Strategic Plan, as well as the program's protocol for formerly incarcerated people and returnees. Both documents are already being implemented.

Fundación Novella signed five inter-institutional alliances to increase the referral rate to LFC for formerly incarcerated individuals and returned migrants. These institutions include the Secretary of Social Welfare of the Presidency, the Association of Returnees of Guatemala, the non-governmental organization Cristosal, the Bible Society of Guatemala, and the Foundation for Economic Education.

Technical training for employment, a central element of LFC, was not implemented this year because it requires a larger number of participants to open a course at INTECAP. Additionally, the program requires beneficiaries to have completed or are advanced in the therapeutic cycle to access training for employment.

Finally, Fundación Novella supported the design and pilot implementation of the tool to measure the risk of recidivism with 23 beneficiaries. LFC's participants are mostly women and between the ages of 30-39 who have been released from prison between 1-12 months ago. The information also showed that the beneficiaries' criminal records are diverse and therefore the program should include specific activities for those who have been involved in violent crimes. The data also highlighted the greatest need identified by beneficiaries is employment and stressed the need to implement economic incentives to motivate program continuity.



Figure 13: Herber, a formerly incarcerated person and LFC participant, is currently studying at a university and working as a moto taxi driver.

In summary, LFC focused its efforts on i) institutional strengthening through the design of the strategic plan and the care protocol; and ii) the recruitment of beneficiaries through the search for inter-institutional alliances. However, LFC needs to develop a retention strategy that encourages participants to complete the cycle of the program that includes both psychotherapeutic care and the development of work skills. This is pivotal to demonstrate the impact of the program in changing its beneficiaries.

2. Services to Young People with Justice System Involvement through Grupo Ceiba- During FY22, the Program for Youth in Conflict with the Law provided individual therapy services and self-help groups to 153 youth who have been referred by judges, in the different municipalities where Ceiba operates. The constant lobbying with the judicial authorities, the Public Ministry, and the Secretary of Social Welfare, generated a constant flow of cases at the central and departmental level. The central headquarters has even received minors who are in the assisted freedom program who arrive with police guards to receive their therapies and attend self-help groups.

Additional Activities—

- **Risk of violence measurement** - During FY22, as part of the strategy to institutionalize the HDRV tool within the Municipality of Guatemala City, UMG administered the HDRV to youth from their existing youth social programs. By doing so, it is expected to increase the reliability of the tool and have the directors of youth-oriented programs better understand the population

they serve. 112 *Escuela Taller*³ of Guatemala City beneficiaries took the survey. Of these, 64% (72) were men and 36% (40) were women. Beneficiaries were between the ages of 14-22; 14% fell into the high-risk category. Youths' vulnerability to violence is as follows: 39% of youth were low-risk compared to 61% who were high-risk for individual factors, 93% were low-risk compared to 7% high-risk in the friendship factor, 55% were low-risk compared to 45% high-risk in the family factor, and 9% were low-risk compared to 91% were high-risk for the community factor. This test demonstrates that the Municipality of Guatemala's social programs are reaching the desired population for high risk. The next step would be to add violence prevention interventions such as CBT, mentoring, and POM to their established programs.

- **Certification program in Cognitive Behavioral Therapy-** Due to the dearth of CBT-certified psychologists in Guatemala, UMG continues to provide support to 18 psychologists from Ceiba, the Municipalities of Villa Nueva and Guatemala, Fundación Novella and the Social Welfare Secretariat (SBS), who were selected to be certified in the CBT approach. The course that began in May is taught online by the Cognitive Psychotherapy Center located in Mexico City. The course is scheduled to end by January 2023. Of the 18 psychologists who received the scholarship, 15 continue in the certification process.



Figure 14: CBT course participants from different institutions gather to discuss application and contextualization of concepts.

Next steps— The Mas+ pilot program will end next quarter along with the in-field work with local partners Ceiba and Glasswing. UMG will apply the HDRV tool once again to Mas+ youth and test for behavior change. LFC will continue to provide support to returned migrants and previously incarcerated people. Two CPTED projects in Guatemala City will be completed.

2.2 JOURNEY TO SELF-RELIANCE THROUGH SUPPORTING NATIONAL INSTITUTIONS MODELS AT THE LOCAL LEVEL

Strengthening/Creating Municipal Offices to better invest time and resources to prevent crime and migration.

Women's Offices –

UMG strengthened DMMs to better manage resources and to address crime and violence prevention in their municipalities. Key achievements since project start include:

- **Municipal Women's Public Policies** – UMG supported the creation and approval of seven⁴ municipal women's public policies. The Policy in Escuintla is currently pending approval following a period of political instability due to the death of a councilmember. All policies include violence prevention and Gender Based Violence as key investment areas.

³ A municipal financed vocational training school located in Zone I which serves youth in high crime regions of the municipality

⁴ 1) Puerto Barrios; 2) Chiquimula; 3) Chimaltenango; 4) Colombia; 5) Santa Catarina Pinula; 6) Retalhuleu; and 7) Coatepeque. The municipalities of Villa Nueva and Guatemala City created their women's policies with Support from UNDP.

- **Women’s Commissions/Networks Established and Active** – UMG supports 22 active women’s commissions/networks in eight⁵ municipalities.
- **Community Violence Prevention Plans with Gender-Focus** – UMG coordinated with the Interior Ministry and 12 communities to create community violence prevention plans focusing on gender as a tool to leverage for local government investment in prevention actions.
- **Municipal Women’s Directorates** – the project formally created three Municipal Women’s Directorates in Colomba, Retalhuleu and Chimaltenango when the current staff found that their office did not have establishment documents. UMG also collaborated to equip these offices.
- **Women-Centered Certificate Courses** – UMG facilitated five capacity-building courses in FY22, which included two in Chimaltenango, one in Puerto Barrios and Chiquimula and a national meeting for International Women’s Day.
- **Poderes de la Prevención** – In collaboration with the Interior Ministry, UMG supported the launch of the gender-based violence awareness program, the Prevention Powers, in project municipalities.
- **Municipal Budget Gender Classifier** – With support from SEPREM and ANAM, UMG worked with project municipalities to correctly classify municipal projects as having a gender-focus. Correct classification allows local leaders to make more informed decisions about how the city budget is addressing the needs of vulnerable segments of the population.

Key achievements this quarter include:

- **Leadership School for the Municipal Women’s Directorates in Coatepeque**

– On July 6, 2022, UMG partnered with the Presidential Women’s Secretary (SEPREM) and the Guatemalan National Municipal Association (ANAM) to facilitate the Leadership School (ELIGEM) for the Municipal Women’s Directorates (DMMs) in Coatepeque. The training stressed the use of the gender-based budget classifier to strengthen the inclusion of women-centric projects in municipal budgets. Nine DMMs from different municipalities in Quetzaltenango participated. The mayor of Coatepeque established a deadline for the DMM in Coatepeque to update the classifier. Completing these linkages allows the municipal authorities to better visualize the impact of the investment being made for different populations, in this case women.



Figure 15: SEPREM, ANAM, and UMG worked with DMMs at the ELIGEM leadership school training in Coatepeque.

- **Villa Nueva Highlights Gender-focused Projects**– On July 18, 2022, UMG partnered with the Presidential Women’s Secretary (SEPREM) to train key municipal staff in Villa Nueva on the

⁵ 1) Puerto Barrios; 2) Chiquimula; 3) Chimaltenango; 4) Colomba; 5) Villa Nueva; 6) Coatepeque; 7) Escuintla; 8) Santa Catarina Pinula.

use of the gender-focused budget classifier. The training stressed the importance of classifying projects with a gender-focus to strengthen the inclusion of women-centric projects in municipal budgets. Completing these linkages allows the municipal authorities to better visualize the impact of the investment being made for different populations, in this case women.

- **Municipality of Chiquimula Takes Actions on Human Trafficking** – On July 30, 2022, the Municipality of Chiquimula hosted a roundtable on residents' role in preventing human trafficking in a globalized world. UMG and the Secretariat against Sexual Violence Exploitation and Human Trafficking (SVET) signed an MoU earlier this year and worked with Municipalities to educate key leaders on trafficking. This event brought together diverse organizations and communities from Chiquimula to analyze their context and dialogue on human trafficking. Prior to the collaboration with UMG, SVET did not have a pathway to working at the municipal level and now their coordinated actions are having an impact.
- **Women in Chiquimula Take Violence Prevention into their own Hands** – On August 5 and 6th, 2022, community members from the towns of Plan del Jocote and Zapotillo met to develop a tool that will help them identify risk factors that negatively impact women's safety and wellbeing. The Municipality of Chiquimula, the Interior Ministry and UMG coordinated these meetings as support to developing Community Gender-Based Violence (GBV) Prevention Plans.
- **Municipality of Puerto Barrios Facilitates Course for Women** – From August 17-19, 2022, the Municipality of Puerto Barrios led a course for 20 female leaders. This course, titled 'Women Working for Women, their Families and their Communities' helped participants to manage programs focused on transforming the lives of women in their neighborhoods. UMG provides ongoing technical assistance to the Municipal Women's Directorate (DMM) as it works to implement the Municipal Women's Public Policy, created with USAID support.
- **The Municipality of Chimaltenango Concludes Sexual Violence Course** – On August 3, 2022, the Municipality of Chimaltenango completed a violence prevention training course on sexual violence, exploitation, and human trafficking. The 30 participants included COCODE members, auxiliary mayors, and female leaders from various communities. This five-session course provided participants with key information to create an interinstitutional, community-led process to support victims of sexual violence. UMG and SVET coordinated with the Municipal Women's Directorate to plan and implement the training.
- **Municipality of Puerto Barrios Inaugurates Women's Center** – On August 26, 2022, the Municipality of Puerto Barrios, UNHCR, USAID and Refugio de la Niñez inaugurated the Women's Integral Attention Center (CAIM). The DMM identified the need for a women's center to support female victims of violence as a key project in the Municipal Women's Public Policy, developed with USAID support. The Center will provide female victims with access to psychological care, legal assistance, and support groups for survivors. US Ambassador, William Popp, attended the inauguration and reaffirmed the United States' commitment to addressing violence against women in Guatemala.



Figure 16: US Ambassador cuts ribbon to open CAIM.



Figure 17: Women in Chiquimula participate in violence prevention course.

- **The Municipality of Chiquimula Coaches Women on Activism** – On September 7, 2022, 31 women completed the ‘I’m an Active Citizen’ Course facilitated by the Municipality of Chiquimula. UMG supported the Municipal Women’s Directorate to create the Municipal Women’s Public Policy which outlines activities such as this certificate course, to strengthen female leadership in the city. USAID will continue to support activism in local decision-making spaces throughout cities in Guatemala.

- **Women Entrepreneurs Grow**

Skills to Grow Businesses – On September 12, 2022, 15 women participated in an online webinar on local economic development and business skills. The Women’s Presidential Secretary (SEPREM) hosted the webinar, and the participating women are also in an Entrepreneurship course run by the Municipality of Guatemala and UMG.

- **USAID and the Interior Ministry Respond to Gender-Based Violence** - On August 3, 2022, UMG coordinated a bi-institutional training for staff from the Interior Ministry’s Unit for Community Violence and Crime Prevention to improve the implementation of the *Poderes de la Prevención*. This program seeks to raise awareness on GBV in communities throughout Guatemala using dynamic comic book character’s stories to discuss violence against women. UMG and the Interior Ministry then developed 12 community violence prevention plans.

Next Steps: In the upcoming quarter, UMG will continue to provide ongoing technical assistance to DMMs to implement their public policies.

Youth Offices –

UMG strengthened OMJs to better manage resources and to address crime and violence prevention in their municipalities. Advancements during this FY include:

- **Municipal Youth Public Policies:** UMG supported the creation and approval of four youth policies in Escuintla, Colomba, Coatepeque, and Puerto Barrios. The policy in Villa Nueva is created but pending approval. UMG is currently working in Chimaltenango, Chiquimula, and Santa Catarina Pinula to develop the policies. All policies include violence prevention as an essential branch of the actions.
- **Municipal Youth Offices:** UMG created and strengthened five OMJs in the cities of Chimaltenango, Puerto Barrios, Escuintla, Coatepeque, and Colomba. UMG also collaborated to equip these offices. By creating these offices, each municipality has agreed to staff and finance youth activities prioritized in the policies and plans.
- **Youth Networks and Commissions:** UMG coordinated with OMJ and Municipalities to establish and activate 26 youth networks and commissions in six municipalities (Colomba, Coatepeque, Escuintla, Puerto Barrios, Chiquimula, Villa Nueva).

- **Youth training:** UMG facilitated two transformational leadership courses and supported UPCV's Prevention Promotors course, reaching a total of 83 youth from across the country. Additionally, 208 youth participated in Fundación Azteca's webinars focused on citizen participation.
- **Youth Civic Service:** UMG continued providing support to the municipalities of Villa Nueva and Santa Catarina Pinula to monitor and record the impact of the AmeriCorps-like program.

OMJ advancements this quarter include:

- **Escuintla Youth 'Weave Leadership'** – On July 6, 2022, the Municipal Youth Network in Escuintla hosted an event for young people to learn more about what it means to be a transformative person in their city. Over 150 youth attended 'Weaving Leadership for Youth Participation' where the leaders of the Youth Network trained them on the key aspects of youth involvement in local government and active citizenship. This event is the outcome of members of the Municipal Youth Network participating in the Transformative Leadership course created by USAID and IREX and replicated by UMG.
- **CONJUVE Affirms Commitment to Collaborating with USAID on Youth** – On June 27, 2022, UMG signed a second MoU with the National Youth Council (CONJUVE) to continue collaborating to implement youth-focused strategies in the municipalities under project coverage. Areas where the CONJUVE and UMG will collaborate include supporting municipalities to develop youth public policies and create Municipal Youth Offices.

- **The Municipality of Puerto Barrios Launches Youth Network** – On August 1, 2022, the Municipality of Puerto Barrios hosted an assembly of young people from different middle and high schools to officially create the Municipal Youth Network. Earlier this year, the Municipality founded its OMJ with support from UMG to amplify the voices of young people in decision making spaces at the local level. The OMJ worked in coordination with the Interior Ministry and UMG to create the Youth Network, who elected their executive board at this assembly.



Figure 18: Puerto Barrios youth form municipal youth network.



Figure 19: This group, from Guatemala City, participated in the transformative leadership training.

- **Youth Celebrate Becoming Transformative Leaders** – On August 16-17, 2022, a group of 28 young people from six urban municipalities across Guatemala gathered to celebrate completing USAID and IREX’s Transformative Leadership Course. UMG staff received the training and replicated it with youth leaders and Municipal Youth Office staff to pass along information on power structures, local government, development, youth issues and how to influence change. In the closing ceremony,

representatives from the Interior Ministry, CONJUVE and local government representatives motivated the young people with words of encouragement to transform Guatemala. The mayor of Santa Catarina Pinula, who was elected at the age of 28, told the participants, “Don’t see being young as a disadvantage, use it to your advantage”.

- **Municipality of Escuintla Awards Talented Youth** – On August 15, 2022, the Municipal Youth Office in Escuintla acknowledged 25 young people who showed exceptional talent and dedication to their area of interest. From basketball, martial arts, Science and Math Olympics, community leadership, beach volleyball, violin, and swimming: young people in Escuintla felt honored to be recognized for their accomplishments. UMG provides ongoing technical assistance to the OMJ as it implements its Municipal Youth Public Policy.



Figure 20: The Municipality of Escuintla, gathered exceptional youth to celebrate as a part of the Municipal Youth Public Policy.

- **International Youth Day Advocacy** –The municipalities of Guatemala City and Escuintla hosted events highlighting the achievements and goals of young people. In Zones 5 and 6 of Guatemala City, youth gathered to learn about citizen participation, drug addiction, and the importance of youth organizations in generating change for future generations. In Escuintla, the Municipality coordinated a fair for young entrepreneurs to promote and sell their products. The creation of economic opportunities is a key component of the Municipal Youth Public Policy, developed with support from UMG.
- **Municipality of Villa Nueva Graduates Youth Civic Volunteers** – On September 1, 2022, the Municipality of Villa Nueva celebrated 150 young people who completed their service as civic volunteers. The civic service program, similar to AmeriCorps, places capable youth volunteers in positions across the city, volunteering with different municipal offices and organizations to provide support while also increasing the young peoples’ employability and skillsets. Volunteers contributed to municipal violence prevention efforts and learned key violence prevention strategies as a component of their service.



Figure 21: Youth graduate to become prevention promoters with UPCV and UMG.

- **Youth Become Violence Prevention Promoters** – On September 1, 2022, 31 young people celebrated completing the violence prevention promotor certificate course led by UPCV. UMG supported the UPCV in facilitating the course as training for the young people to become Violence Prevention Promoters. As promoters, the youth will be given an assignment to support UPCV in their cities and communities by leading an array of violence prevention activities.

- **Youth in Chimaltenango Advance Municipal Youth Public Policy** – On September 24, 2022, 30 youth in Chimaltenango met to begin creating the Municipal Youth Public Policy. UMG supports the Municipal Youth Office to increase and refine municipal investment in young people. It’s essential that youth leaders are the protagonists in

this process and that the Policy addresses the needs of the young people.

Next Steps: In the upcoming quarter, UMG will continue to provide ongoing technical assistance to OMJs to create and implement their public policies.

Citizen Participation Offices –

UMG strengthened Municipal Citizen Participation Offices (OMPC) to better manage resources and to address crime and violence prevention in their municipalities. Advancements this FY include:

- **COCODE training:** OMPC staff and COCODEs received [USAID’s COCODE Guide](#) training to ensure that local leaders have the information needed to register as official entities in their city with the goal of attaining a vote in the city council meetings (COMUDE). Also, DMM, OMJ and city council members participated in these trainings to create advocates for developing more inclusive local representation.
- **Strengthening Decision-making spaces:** UMG worked within local decision-making spaces such as the COCODEs, COMUDEs, COCOPREs, COMUPREs, and youth and women’s networks and commissions to spark more active and continuous participation from

underrepresented local actors. In Escuintla, the COMUPRE has transformed into a functioning space for coordination where prior to project intervention it was just a passive meeting. Now, members from the women's commission are working with the PNC to coordinate actions that increase security in dangerous areas.

- **Municipal Citizen Participation Offices:** UMG helped to establish OMPC in Colomba, Coatepeque, and Chimaltenango.

OMJ advancements this quarter include:

- **Escuintla Graduates First Class from Citizen Participation School**

– On July 8, 2022, the Municipality of Escuintla congratulated 45 community and youth leaders who completed the citizen participation school. This four-module course guided participants through the legal structure of citizen participation in local government decision making spaces. The group proposed a pothole repair project to the Municipality and the mayor confirmed that the project will be financed with municipal funds this year. This school is a stand-out initiative, now institutionalized by the Municipality, that seeks to foster an informed and diverse pool of citizens ready to make key development decisions for communities.



Figure 22: Citizen Participation School in Escuintla celebrates first group of graduates.

- **Chimaltenango COCODEs Level Up** – On July 19, 2022, representatives from 14 communities completed a two-part workshop designed to guide new COCODE representatives through their responsibilities, laws, and regulations on project development and to explain their participation in the COMUDE. UMG partners directly with the municipal government to not only make sure that the COCODEs, women and youth representatives exist on paper but that they really participate and get involved to diversify local decision-making spaces.

Next Steps: UMG will continue to provide ongoing technical assistance to OMPC and local decision-making spaces.

Violence Prevention –

UMG strengthened the inclusion of violence prevention activities in the municipalities to address crime and violence prevention. Advancements this FY include:

- **Municipal Violence Prevention Public Policies** – UMG supported 11⁶ municipalities to develop and approve their Municipal Violence Prevention Public Policies. The City of Guatemala is currently developing its policy.
- **Municipal Violence Prevention Commissions** – UMG provides ongoing technical assistance to seven Municipal Violence Prevention Commissions in Escuintla, Chiquimula, Villa Nueva, Guatemala, Chimaltenango, and Coatepeque.
- **Violence Prevention Summer Schools** – UMG coordinated with the PNC in seven cities and provided ten summer schools to raise awareness and occupy free time. This program linked municipal governments with national institutions such as SECCATID and UPCV.
- **Smart Cities** – UMG facilitated an international expert to work with the Municipality of Villa Nueva to develop possible solutions to challenges using smart cities design.

Violence prevention advancements this quarter include:

- **SECCATID Trains on Drug Addiction Prevention** – During the reporting period, 113 municipal authorities in five urban municipalities completed a five-module training on drug use and addiction prevention through the Executive Secretary's Commission against Illicit Drug Trafficking and Addictions (SECCATID). Next FY, five communities within these municipalities will develop Drug Consumption Prevention Plans to augment the Community Violence Prevention plans with a gender focus. UMG's collaboration with SECCATID, Municipalities, and communities to address drug use and its contribution to violence demonstrates USAID's commitment to profound change to create a more prosperous future.



Figure 23: Three Municipalities visit Long Beach to learn about their violence prevention programming.

- **The City of Long Beach Shares Violence Prevention Strategies with Guatemalan Municipalities** –The City of Long Beach hosted 21 officials from the Municipalities of Villa Nueva, Guatemala City and Santa Catarina Pinula to learn about Long Beach's violence prevention programming. A wide array of Long Beach City offices, including the Police Department, Health and Human Services, the Library, the Innovation and Technology office, the Youth Development office, and the Local Economic Development office, presented on their strategies to prevent violence. The Municipality of Guatemala also met

with a representative of Bloomberg Center for Public Innovation with the Johns Hopkins University to continue their collaboration. The Municipalities of Villa Nueva and Santa Catarina Pinula visited Homeboy Industries and Amity Foundation to meet with formerly incarcerated individuals and to learn about tertiary violence prevention. The three municipalities will draft a

⁶ 1) Puerto Barrios; 2) Chiquimula; 3) Chimaltenango; 4) Colombia; 5) Santa Catarina Pinula; 6) Retalhuleu; 7) Escuintla; 8) Coatepeque; 9) Villa Nueva; 10) Santa Catarina Pinula; and 11) Malacatán. While the UMG project currently collaborates with eight municipalities, geographic intervention areas have evolved over the life of the project.

report on the strategies that are replicable in their cities and will proceed to plan and implement violence prevention programming with support from UMG in the next FY.

- **Community Violence Prevention Plans** –This quarter, 12 communities met to construct and validate their Violence Prevention Plan, with a focus on gender. The Community Violence Prevention Plan development is a component of the Prevention Powers GBV program designed by the Interior Ministry which seeks to inform women, young people, and the general population on GBV and resources to support victims of violence. The central findings from these plans were that female community members identified alcohol consumption as a principal driver of violence. UMG will coordinate with the PNC, SVET, SECCATID,



Figure 24: Women in Plan del Jocote in Chiquimula vote to validate their community violence prevention plan.

UPCV, and the municipalities to implement these plans in the next FY. In Portales, Escuintla, women shared that when young women return from school in the evenings, they must pass by the highway and have faced cars stopping and forcing them into the vehicle, where they are then taken to nearby highway hotels, and raped. To address this violence, including the PNC, SVET, the Municipality and other institutions is essential, which is precisely the objective of the plans.

- **The Municipality of Guatemala Unites Fronts to Create Violence Prevention Plan** – On September 23, 2022, Guatemala City's local government and the Interior Ministry hosted a roundtable with key institutions and community leaders for each of the city's neighborhoods to discuss the creation of a violence prevention plan. UMG worked directly with MuniGuate and the Interior Ministry to initiate this process of outlining key investment areas to reduce violence in Guatemala City. Community leaders shared details about the most relevant problems that they face in their neighborhoods, including domestic violence, alcoholism, and drug abuse.



Figure 25: First meeting to develop a Guatemala City's Violence Prevention Plan.

Next Steps: UMG will work with the Municipality of Guatemala to develop its' Violence Prevention Public Policy.

Local Economic Development Offices –

Through a combination of work through our consortium partner Segura and local short-term technical assistance (STTA) support, UMG strengthened Municipal Local Economic Development Offices (OMDEL) to improve opportunities to increase employment in their cities. Advancements this FY include:

- **Municipal Local Economic Development Offices** – UMG supported the creation of eight OMDELs⁷ in project municipalities (Villa Nueva already had an office prior to project interventions). The OMDEL offices work to increase employment that is associated with less delinquency and irregular migration.
- **Local Economic Development Policies and Plans** – UMG completed five LED plans and policies to guide the OMDEL's actions to decrease unemployment and increase investment in the cities.
 - **English for Working** – E4W is a LED project prioritized in the municipal LED plans. Since 2020, 896 students from four municipalities have graduated from the E4W program. Of the 896 students, 601 (67%) found formal employment.

OMDEL advancements this quarter include:

- **Labor Market Studies** – This quarter, UMG completed six labor market studies⁸, which included training OMDEL staff in data collection methodology. Interesting findings include:
 1. In all municipalities there is a labor gap of what businesses need to employ and the capacity of the local labor force. Businesses requested the need for the English language and improved construction skills, to name a few.
 2. Businesses need to go outside their own municipality and often outside Guatemala to source their inputs. They feel there is a great opportunity for local businesses to fill that gap.
- **Municipality of Coatepeque Strengthens English for Working** – On July 13-14, 2022, the Municipality of Coatepeque and UMG strengthened the E4W program by providing social-emotional intelligence training for students. The 51 young people enrolled in the first group of E4W in Coatepeque are improving their English language skills to make them more attractive candidates for formal employment. However, they also need teamwork and support to



Figure 26: First group of E4W graduates celebrate in Coatepeque.

⁷ 1) Malacatán; 2) Coatepeque; 3) Colombia; 4) Retalhuleu; 5) Chimaltenango; 6) Escuintla; 7) Santa Catarina Pinula; and 8) Puerto Barrios.

⁸ 1) Escuintla; 2) Villa Nueva; 3) Santa Catarina Pinula; 4) Puerto Barrios; 5) Retalhuleu; and 6) Coatepeque.

increase their self-esteem to feel comfortable walking into an interview with confidence. This workshop addressed those needs to provide holistic employability support to these young people.

- **The Municipality of Villa Nueva Graduates Youth** – On September 7, 2022, 178 young people completed the Municipality of Villa Nueva’s E4W course. Of the 178 graduates of this fifth generation, 112 have already found employment.
- **Puerto Barrios Pushes Local Economic Development** – On July 20, 2022, the Municipality of Puerto Barrios and UMG presented the preliminary findings of the labor supply study. This study is a key step in identifying what types of projects and programs to include in the Municipal Local Economic Development Plan and Public Policy. The study included hefty data collection in the field to better understand employment opportunities at small, medium, and large businesses already operating in Puerto Barrios. Understanding what type of labor is needed will help the Municipality to direct funds for training residents to take on these positions and reduce unemployment while increasing prosperity in the city.
- **The Municipalities of Coatepeque and Chimaltenango Celebrate First English for Working Cohort** – This quarter, 47 E4W students from the Municipality of Coatepeque and 76 students from Chimaltenango graduated. Of these 123 graduates, 59 have found formal employment (48%) thanks to their increased English-language proficiency.

Next steps: UMG will continue to create the LED plans in the municipalities that are still in process of developing their policies and plans.

Planning Directorates–

UMG strengthened Municipal Planning Directorates⁹ (DMP) to improve project planning and budgeting. Advancements in this FY include:

- **Land-Use Plans** – UMG supported the creation of three municipal land-use plans (POT) with the municipalities of Chimaltenango, Escuintla, and Puerto Barrios. Local partner, Foundation for Ecodevelopment and Conservation (FUNDAECO), worked with the municipalities to create a consensus around land use and how its development should be regulated over time. Puerto Barrios’ city council approved the POT, published it in the Central American legal newspaper, and publicly shared information about the POT with citizens. In Chimaltenango, the city council approved the plan and publicly shared information with residents but has not yet published it. Escuintla completed the plan but due to a lack of political will was unable to approve it. All three cities have all the technical tools needed to implement their POTs as well as the appropriate offices to monitor compliance with the POT, mostly in terms of construction licensing.
- **Annual Operational Plans** – UMG supported all project municipalities to address the internal ruptures between administrative processes and technical implementation. Due to the collaborative work between both the financial offices and DMP and the DMM, OMJ, OMDEL, and OMPC to improve the quality of written project profiles for social investment to meet the needs of SEGEPLAN, projects are more efficiently planned and implemented. Strengthening the

⁹ Municipal directorates are distinct from offices in that their functions and staff selection process are mandated by law.

capacity of municipal staff to plan and implement social investment projects increases sustainability.

Municipal Planning Directorates advancements this quarter include:

- **Chimaltenango Appropriates Land-Use Plan** – On July 20, 2022, the Municipality of Chimaltenango hosted its quarterly city council (COMUDE) meeting where officials presented the Land-Use Plan (POT) Application Guide to community leaders. UMG, through local partner, FUNDAECO, supported the Municipality to create its POT and now to see city hall including the community in the POT implementation demonstrates its buy-in to the use of the POT in guiding future investment in the city.



Figure 27: Community leaders in Chimaltenango learned about the POT from city council.

- **Municipality of Puerto Barrios and Chimaltenango Take Ownership of Land-Use Plans** – On July 28, 2022, the Municipalities of Chimaltenango and Puerto Barrios recognized UMG and local partner FUNDAECO for their support developing the Municipal land-use plans (POTs). In January of this year, both municipalities celebrated five years of work to finish their POTs. Since then, they have worked with FUNDAECO to develop implementation guides for making sure that plans are correctly followed. With their plans in hand, they will be able to regulate, enforce and continue to design organized cities.
- **USAID Supports Gender-Focused Municipal Budgets** – On September 8, 2022, UMG met with SEPREM, the Finance Ministry (MINFIN) and Secretariat of the Presidency for Planning and Programming (SEGEPLAN) to discuss the Municipal Gender-Focused Budget Classifier user's manual. The Municipal Gender-Focused Budget Classifier is a means to identify municipal investment which specifically targets the needs of women. However, UMG and SEPREM found

that many municipalities did not know how to use the classifier. These institutions are now collaborating with UMG support to develop a user manual for all 340 municipalities to correctly classify municipal projects that support women in their budgets.

- **Municipalities Plan Economic Corridor** – On August 11, 2022, the Mayor of Guatemala City received the final report on the economic corridor from Escuintla to Guatemala City (Central-South). This report is the product of months of research through UMG with the five municipalities that unite the Pacific coast port in Escuintla with Guatemala City, passing through Palin, Amatitlán, and Villa Nueva. While each of these municipalities has worked to address the stress that cargo trucks have put on their



Figure 28: Municipal staff from different municipalities work together to identify solutions to traffic and transit issues from Guatemala City to Puerto Barrios.

road system, they hadn't previously coordinated efforts to identify mitigation methods that would resolve traffic issues without dumping the problem on a neighboring municipality. The mayor of Guatemala City received the report and commented, "There's a saying in Guatemala that he who walks alone walks faster but he who walks with others gets farther. Guatemala City has been walking alone for too long". Additionally, research continued for the Central-North Economic Corridor, where UMG hosted an inter-municipal workshop with the municipalities of Guatemala City, Palencia, San Antonio La Paz, Sanarate, Guastatoya, and San Agustín Acasaguastlan. This report is expected to be finalized later this year.

Next steps: UMG will complete the Central-North Economic Corridor and support the creation of the 2023 POAs.

2.3 JOURNEY TO SELF-RELIANCE THROUGH THE INTRODUCTION OF NEW TECHNOLOGY

IT support for improving tax administration

UMG supported partner municipalities in using IT tools to increase own-source revenue generation by improving tax collection and administration, emphasizing property tax and by developing specific action plans related to property taxation, utilizing GIS techniques to map taxpayers. Using GIS effectively is central to increasing own-source revenue, land-use allocation, and improving public services. Below are updates from the municipalities working on cadaster topics:

Guatemala City: This year UMG built upon the prior year's success of assisting the Guatemala City municipality to update its fiscal cadaster records, expanding the activity in FY22 to cover additional areas

of the city in three new phases. The goal of this activity is to enable Guatemala City to increase its revenue collection from single property taxes (IUSI), by updating or collecting missing information used in the IUSI calculation. Last year, in phase I of this activity, UMG assisted with the updating of “land use” information of approximately 13,000 parcels in Zones 9 and 12 in the city. This year, in three new phases of field work, UMG and Guatemala City ramped up efforts to update records of another approximate 40,000 parcels, with a few thousand additional parcels scheduled for completion by November 2022 (see Figure 1). The selection of geographic intervention areas was done in coordination with the planning department’s Opportunity Districts initiative, which has designated a number of municipal corridors to be a focus of planned economic growth. The collection of land use data therefore served the dual purpose of updating information for the fiscal cadaster as well as providing the planning department needed inputs for the implementation of the Opportunity Districts program.

Table 3: Guatemala City Cadaster Outcomes

	Zones	Portion of Zone Covered	Number of Buildings (Parcels)	Start Date of Field Work	End Date of Field Work
Phase I	Z9	All *	1,507	June 2021	September 2021
	Z12	All*	11,759		
	Sub-Total		13,266		
Phase II	Z6	(Partial, portion in Opportunity District number 6)	8,171	November 2021	March 2022
	Z7	(Partial, portion in Opportunity District 7 II)	267		
	Z11	(Partial, portion in Opportunity District 7 II)	4,380		
	Sub-Total		12,818		
Phase III	Z1	(Partial, portion in the Central Opportunity District)	12,757	May 2022	August 2022
	Z3	(Partial, portion in the Central Opportunity District)	5,174		
	Sub-Total		17,931		
Phase IV	Z6	(Remainder not covered in Phase II) *	4,570	August 2022	[projected completion November 2022]
	Z11	(Remainder not covered in Phase II) *	7,559		
	Sub-Total		12,129		
TOTAL			56,144		
* Some small areas were excluded due to security concerns for field teams					

The “land use” of a given parcel (be it residential, commercial, industrial, or along with various sub-categories) is an essential element in the complex IUSI formula. The land use data of a given building and parcel is used to determine the property tax value, which is calculated from a series of formulas and tables, incorporating adjustment factors, and considering each property’s geographic location. The property value is then fed into other formulas and tables to determine the rate and ultimately the tax bill for the property owner. Most land use updates in the areas covered by this activity have shown an increase in property value (and thus will result in tax increases), rather than showing decreasing property values. As expected, this shows that targeted neighborhoods are for the most part improving and modernizing since the last time these lands uses were surveyed by the city.



Figure 29: Guatemala City land use data collection field team earlier this year, including representation from planning department, cadaster department, and local police.

This is a key activity for the municipality since property taxes account for approximately 60% of Guatemala City’s municipal budget. It is difficult to estimate the increased tax base (and eventual increased revenue) from all this new information, but UMG is discussing with Guatemala City the possibility for the project to support an analysis in 2023 to estimate the impact.

UMG’s role has been to provide mobile tablets used in the field work, design the field work methodology, select, and configure the data collection software, provide required software licenses, and manage data flow throughout the process. UMG also designed a dashboard to track field work progress, enabling Guatemala City’s activity supervisors to effectively manage the effort. Please see Figure 2 below.

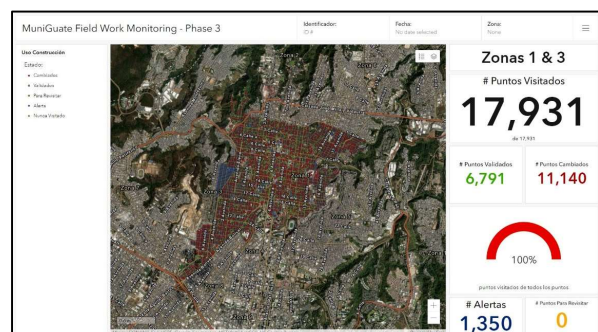


Figure 30: Dashboard for Phase III of land use updating.

Finally, the project has undertaken efforts to transfer capacity to the Guatemala City Cadaster Department so that next year these activities can be fully undertaken by Guatemala City. Tetra Tech's home office GIS expert Cori Grainger gave a series of three trainings to Guatemala City cadaster and planning department staff in May 2022 to integrate them more fully in the data preparation and management phases, with the expectation that Guatemala City could potentially maintain the required software licenses in its own name next year and directly manage the process.

Escuintla: Prior to UMG intervention, the cadaster database registered 34,000 estates. To date, UMG analysts updated and verified 6,387 estates (equivalent to 19% all existing plots). Additionally, analysts created 1,443 new users in *ServiciosGL* for estates that were not previously registered.

Villa Nueva: Using the LiDAR images provided by UMG, the Municipality increased the number of estates in the cadaster database. This included finding new estates, and new or renovated construction on existing parcels. These finds allowed the Municipality to increase its own-source revenue through more accurate property tax valuing. The Municipality of Villa Nueva also used its LiDAR imaging to identify green areas that the local government wants to allocate for public spaces in future recreational projects.



Figure 31: GIS training in Puerto Barrios.

Puerto Barrios: On July 13-14, 2022, the Municipality of Puerto Barrios and UMG trained four technicians from the cadaster department. The training focused on linking cadaster data with *ServiciosGL*, the online system used for registering service payments. The training also taught technicians to create a shared database that filters data into one graphic image showing all of the requests that the cadaster department receives and handles. Next quarter, UMG will continue to support the Municipality of Puerto Barrios' Municipality's efforts to innovate and incorporate technology to improve own-source revenue generation.

Santa Catarina Pinula: UMG subcontracted the services of TresGeo to provide cadaster and nomenclature services to the city. The Municipalities used the LiDAR images provided by UMG to develop property profiles that more precisely assess the value of a piece of property. This includes identifying new and updated construction on pieces of land. The Municipality of Santa Catarina Pinula also uses the images to map potential environmental risks. Lastly, the Municipality is using the imagery to support the development of its land-use plan (POT).

Additional activities from this year include:

- UMG provided the LIDAR training for the cadaster staff of the seven municipalities of the Great Southern Commonwealth. The 17-hour training course strengthened municipal capacities in the use of LIDAR images for territory management and planning to allow them to plan for urban expansion, enhance their ability to improve current land usage, and ultimately improve their income generation ability. Tetra Tech's land management office in Puerto Rico led the virtual training and the municipalities of Guatemala City, Villa Nueva, Mixco, Santa Catarina Pinula, Villa Canales, Amatitlán, and San Miguel Petapa, participated.

- In Villa Nueva, UMG provided Tableau business intelligence software to help publish accountability information on municipal income received through IUSI, traffic fines, and rent from market space, among others. Periodically the municipality generates public reports so that the population can review and comment on the information.

Next steps: TresGeo will continue to provide cadaster support to the Municipality of Santa Catarina Pinula. The project will continue to provide technical assistance to municipal cadaster offices to increase own-source revenue.

IT support for improving the efficiency of tax and service payments-

Supporting municipalities to capitalize on new technology to increase own-source revenue is a key UMG intervention. With more and more residents using online platforms to pay for private sector goods and services, the municipality of Puerto Barrios sought to create an online payment option incentivize service payment with convenience. In January 2021, Puerto Barrios' municipal authorities requested UMG support to create a way for end-users to pay for their municipal services, especially their property taxes (IUSI), using credit and debit cards. UMG went to work coordinating with the Finance Ministry to establish this system through *ServiciosGL's* Local Government Portal. Four municipalities piloted the online payment system, of which Puerto Barrios was one. UMG helped the Municipality of Puerto Barrios to complete the necessary administrative, technical, and legal process to establish online payments.

In 2022, residents carried out approximately 3,000 transactions using the online system and Puerto Barrios' Municipality collected \$20,645.16 through this system. Currently the city is preparing the online system to receive payments for the water service. The Municipality continues to promote the use of its online payment system to facilitate payment and convenience for residents. In Escuintla, the Municipality has collected \$29,032 through the online payment system so far in 2022¹⁰. Residents have the option pay for monthly or quarterly bills but also for one-time payments. UMG continues to support the cities of Chiquimula, Chimaltenango and Coatepeque to develop online payment systems, following the Finance Ministry's established timeline.



Figure 32: The Municipality of Puerto Barrios promotes online service payment through a press conference in Q3.

Additionally, UMG worked with select municipalities to roll out the use of 7B electronic receipts which increase transparency and efficiency by reducing the expense the Municipality must invest to provide

¹⁰ See lessons learned section in MEL report for analysis on the results

receipts for payment. Also, UMG supported municipalities to use the Servicios GL App on mobile devices to emit receipts.

IT support for improving efficiency and resident-municipality relations-

Given the natural migration of in-person customer service to online attention, the Municipality of Villa Nueva reached out to UMG to request support optimizing its online presence for improved resident relations. This collaboration led to the creation of the Contact Center (also known as the Social Media Management tool). The Contact Center is an integrated virtual platform where the municipality can rapidly respond to resident questions on services. UMG contracted the services of a company to provide a chatbot service combining Whatsapp, Telegram, Messenger, Twitter, and the Municipality's website. A chatbot is software that simulates human-like conversations with users via text message on chat. When a resident has a question about a municipal service on any of these platforms, now the user can simply write a message to the Municipality and he/she receives automatic responses that clarify the



Figure 33: An example information request on a license plate number for outstanding tickets.

user's inquiry, until it's able to be passed along to the correct municipal office. This allows the municipality to efficiently respond to the needs of residents and residents feel immediately supported, even outside of normal working hours for the municipality. It also allows municipal managers to make sure information requests are being properly addressed by their staff. In July, the Municipality received over 29,000 cases of information requests. An example is this resident requesting information on a license plate number and the corresponding tickets associated with the plate number. The Municipality sent nearly 80,000 messages to residents inquiring about municipal services, among other things.

The Municipality of Villa Nueva's One-Stop-Shop is another innovative strategy to improve efficiency and resident-municipality relations. The idea is to make it as easy as possible for residents to get the information they

need from the Municipality and to pay their taxes. First, the city centralized payment so that residents can pay for all of their municipal services from one cashier rather than standing in different lines for different payments. Second, the Municipality created MiniMunis located in distinct neighborhoods and a MobileMuni that is a van that travels to different spots in the city every day. Third, the Municipality made a virtual platform where a resident can get forms and upload documents to get a new construction license or pay for water or set up a new water connection. Lastly, the Municipality created a way for residents to pay using credit or debit cards. These four improvements, plus the Contact Center are prime examples of how using technology can increase transparency, own-source revenue and efficiency while also improving the Municipality's service to residents.

IT support for improving the efficiency of internal audit reporting within the municipalities

Compliance with the Comptroller General (CGC) Office is challenging, and municipal staff struggle with new and complicated regulations and procedures. In fear of not complying, municipalities often prefer to not implement their annual plans. And those that do, face significant monetary penalties and fees

resulting from audit findings. This platform is expected to foster trust between state institutions and the CGC auditors so that budgetary execution can continue as outlined in the annual plans. Throughout the life of the project, UMG has worked in partnership with the CGC.

This year, the Project provided technical assistance to CGC to update the Government Audit System for Internal Audit Units (SAG-UDAI), which is used to monitor municipal transactions. This new system will improve efficiency and transparency in the generation and destination of municipal resources. This intervention will benefit the 340 municipalities of Guatemala but will be piloted in four municipalities targeted by UMG. The platform will allow this information to be revised transparently by more than one individual auditor, reducing the incentive for local predatory deal making.

In FY22, UMG and the CGC celebrated three key milestones. First, UMG celebrated the donation of two CISCO high-powered computer servers within the CGC which will store all the information that will be uploaded from the municipalities and national institutions. UMG also provided the CGC with four VMware licenses which creates a software interface so that the CGC can share resources, tools, and data. Second, through UMG grantee, Sustainable Development Teaching Institute (IEPADES), the CGC conducted a virtual certification course on social audits for municipal workers and civil society in the municipalities of Escuintla, Chimaltenango, and Villa Nueva. These municipalities were recognized by the CGC and UMG for their reception of accountability mechanisms. Lastly, UMG and CGC signed a new MOU affirming their commitment to collaboration over the next two years.



Figure 34: CGC Servers to increase technological capacity to run SAG-UDAI.

Next Steps – In the upcoming quarter, UMG will work with municipalities to comply with the norms established by SAG UDAI Web through trainings with municipal staff.

IT Support to Improve Municipal Local Economic Development

In year three of the program, USAID requested that UMG adjust its strategy to focus on deterring illegal migration. To meet this request, UMG added the support or creation of Local Economic Development Offices within each municipality where municipalities would prepare their strategies around improving the business environment for future investment to eventually improve employment opportunities. Within the Municipality of Guatemala's LED strategy was the need to have information that could guide decision-making related to future private sector investment. This information needed to include not only economic aspects of a selected area in which the investor was researching, but also sociodemographic aspects and existing services in the area of interest. The model that Guatemala City wanted to replicate was from Mexico City.

In FY22, UMG and Guatemala City identified the designer of this platform in Mexico City, Mr. Martinez and invited him to work directly with the Municipality to prepare a similar platform. The Municipality of Guatemala City will replicate the Virtual Economic Information Office

(<https://ovie.sedeco.cdmex.gob.mx>) from Mexico City. The Geographic Information platform will provide potential investors, entrepreneurs, and the public with socio-demographic, economic, service and infrastructure indicators of Guatemala City to aide in their investment decisions. This platform will be managed by the Municipal Geographic Information Office (DIGM), and the first stage is expected to be completed within 8-9 months.

This quarter, the Municipality of Guatemala decided on the name of its platform: CapitalData, which speaks to Guatemala City's role as the capital of the country but also the push for increased investment in the city.

Next Steps – The Municipality will work with UMG to finish the graphic standards manual for Capital Data as well as beginning the development of the beta version of the platform.

Upgrading Municipal Hardware –

During the first year of the project, UMG conducted a Technology Assessment of each municipality. One of the key findings was that each municipality identified a need for updated IT equipment. “In most cases, computers are outdated, and the technology infrastructure is very limited. There are an estimated 13-14 departments within each municipal office to address different administrative areas and in some municipalities, municipal staff noted that not every department has its own computer. Staff from those departments often must borrow a computer from another department, use their own personal computer, or work after hours to make use of an available computer. More specifically, many communications departments are using computers that lack the specifications to run communications software and manage the municipality’s website.”



Figure 35: CapitalData will support local economic development in Guatemala City.



Figure 36: Puerto Barrios receives IKG to equip OMDEL, OMJ, DMP and DMM offices.

Based on this assessment and the need for hardware to conduct simple municipal management tasks, UMG is procuring hardware to meet the needs of each municipality. In FY22, UMG provided in-kind grants to the municipalities of Malacatán, Colomba, and Puerto Barrios totaling \$24,821.75. Equipment included computers, printers, projectors, tablets as well as office desks and chairs. This equipment is supporting newly formed and under-supported municipal offices such as OMDELs, OMJs, and DMMs, to better address the needs of their city.

Next Steps – Next quarter UMG will provide equipment to the Municipality of Guatemala and Santa Catarina Pinula. UMG will also launch free wi-fi in six public spaces in Villa Nueva.

2.4 JOURNEY TO SELF-RELIANCE THROUGH INCREASING OWN INCOME AT THE MUNICIPAL LEVEL

Possibly the biggest key to establishing self-reliance at the municipal level is to increase their ability to pay for the models, methodologies, and strategies that UMG will leave behind. The only way for municipalities to reach that objective is to increase their revenues through taxes and service fees. Currently most municipalities cannot generate enough revenue to meet municipal development needs and therefore they depend on central government transfers. Generally, recovering taxes and fees for property and municipal services such as water, sanitation, markets, and other services is low and highly subsidized. The UMG project worked with target municipalities to analyze and better understand where administrative, financial, legal, and service delivery improvements can be made. This analysis equipped municipalities to prepare action plans to generate revenue by improving collection processes, establishing reasonable rates, updating databases, and facilitating citizen access to information. Additionally, the project helped municipalities improve their cadaster offices to increase property tax income and to link property rights to public service delivery. The project provided technical assistance to improve tax administration by designing cadasters using more flexible cadastral and valuation approaches, resulting in more accurate and uniform data. This year UMG helped target municipalities increase their own income through improved tax and service collection by a total of 29%.

UMG supported efforts to increase own-source revenue generation by creating function manuals for billing units in the Municipalities, methods of billing management, strategies to reduce payment delinquency through printed bills and massive notices. This quarter in Coatepeque, UMG contracted two consultants to support updating the city's database of taxpayers to ensure timely and complete billing services.

Additional activities from this year include:

- UMG worked with the municipalities of Chiquimula, Coatepeque, and Chimaltenango to create systems to regularly review taxpayer data to make sure that it's continually updated in an effort to increase compliance with billing. These three municipalities are in the process of creating an online payment system. The project also supported developing legal backing to the pricing of services and goods provided by municipalities. In Retalhuleu, three regulations passed. In both Coatepeque and Chimaltenango, one regulation passed. These backings regulated everything from how much a vendor should pay each month using the city marketplace to how much a tree costs from the city nursery.



Figure 37: Presentations on own-source income generation strategies at INAP's forum

- On June 28, 2022, INAP and ANAM, with support from UMG, hosted the first forum on best practices in own-source revenue generation for municipalities. The event included 12 presentations on best practices that municipalities from across the country have used to increase their revenue to become self-sufficient in providing quality services for residents. UMG provided technical assistance to the municipalities of Chimaltenango, Puerto Barrios, and Villa Nueva, who all were selected to present best practices at the forum.

- In Chimaltenango, the municipality capitalized on a tree nursery project for native species used for reforestation projects. However, prior to UMG intervention, the municipality did not have the legal backing to charge for the purchase of trees. UMG's team worked with the municipality to include the tree prices in the formal regulation that stipulates how much each tree costs to increase transparency and to allow the municipality to increase its own-source revenue generation.
- In Villa Nueva, UMG supported their efforts to increase the use of technology for residents to easily consult billing information much more conveniently than going to city hall and forming long lines that create a barrier to service payment. Residents can now text the municipality and a chat box will help to direct their query to the correct municipal office. Using technology to increase own-source revenue generation is key for municipalities of the future.
- Own-source income generation for municipalities is uniquely tied to maximizing the use of efficient technology. The Forum highlighted this link between own-source income generation and technology with a roundtable focused on best practices that feature technology. UMG will continue to explore and promote new technologies that municipalities can use to increase own-source revenue generation.

Next Steps – UMG will continue to support municipalities to update their taxpayer databases, create new regulations for municipal services, modernize billing notices and create more efficient municipal systems to support increasing own-source revenue generation.

ANNEX I: ADDITIONAL GENDER BASED VIOLENCE FUNDS

On December 21, 2021, UMG received an additional \$2 million from USAID to expand gender-based violence (GBV) interventions by developing social, and behavior change communication activities to raise awareness, reduce misinformation, and address the barriers that prevent individuals, families, and communities from practicing lifesaving behaviors to improve women's economic empowerment and gender equality outcomes.

With these funds, UMG hired a US-based subcontractor through a competitive process to implement a 14-month project to create and disseminate a comic book and animated series. The series will be designed to shift normative values concerning women and gender equality, women's economic empowerment, and undermine the perceived legitimacy of GBV among Guatemalan youth. The series, composed of five episodes, will feature a strong female character from Guatemala, whose stories will engage and captivate Guatemalan youth while challenging their beliefs and attitudes about GBV, and promote gender equality, women's rights, and positive masculinity.

To ensure that the lead character and comic book series is relevant to the target audience (Guatemalan youth in urban hubs between the ages of 18-34), the subcontractor hired a local GBV expert and two local organizations, CICAM (*Centro de Investigación, Capacitación, Apoyo a la Mujer y Juventudes*), and Sobrevivientes, to conduct focus groups with youth to provide input and feedback on the series' character and storyline. They held 12 focus groups in and around Guatemala City (Jalapa, Sololá, and Escuintla), with approximately 120 male and female youth to understand the qualities they appreciated in superheroes and to obtain feedback on the content of the series to ensure the stories, characters, and messaging reflected local realities. When asked what traits they admired most in superheroes, participants answered: resilience, fighting of injustice and violence, using personal trauma as motivation to carry on, intelligence, and (in the case of Batman) fighting even without superpowers. When asked if they could create superheroes, what powers would they have and what types of crimes would they fight, participants answered, *"My superhero would fight physical, mental, and domestic violence and all kinds of violence for a more peaceful and better world"* and *"My main objective would be to help young people on the streets or those who have been violated or perhaps gone through situations that I went through."*

"I really like Spiderman because apart from saving lives, he is a young man who sometimes makes mistakes and sometimes we make mistakes, but we always try to improve."

Focus group participant

Using this feedback from the focus groups, UMG selected a main female character for the series, which was approved by USAID at the end of July. Once the character was selected, the subcontractor, with the support of local experts, identified a Guatemalan female artist to write and record a theme song for the animated part of the series. The song, which raises awareness about GBV, was approved by USAID at the end of September and will be released during Q1 FY 23 to promote the series.

When launched in FY 23, the series will be disseminated as both a printed comic book and animated episodes using the voices of Guatemalan actors. A total of 375,000 printed comic books (75,000 copies for each of the five episodes) will be distributed in Guatemala's three major urban hubs—Guatemala City, Mixco, and Villa Nueva—specifically targeting communities with high rates of violence and GBV, as well as centers working with at-risk youth. The animated episodes will be launched nationally on Facebook and will be promoted on Instagram, monthly, starting with the series trailer. The subcontractor will design and implement a targeted advertisement campaign for the online dissemination

of the series, to generate awareness and buy-in, driving the intended beneficiaries and most at-risk individuals to the videos.

Additionally, with these funds, UMG will support:

Municipal Women's Offices—UMG will expand activities with the Municipal Women's Offices (DMMs) to form and/or strengthen Women's Community Commissions that will help increase the voice of women at the community level through increased participation with the Community Development Committees (COCODEs). UMG will support these Community Commissions to ensure GBV projects are included in their community needs and presented to the Municipal Commissions (COMUDEs) for considerations for municipal financing. Highlights of this work from FY 22 include:

- **Trainings and courses to strengthen female leadership and involvement in their communities:** UMG supported the Municipalities of Chimaltenango, Chiquimula, and Puerto Barrios, to hold trainings for female community leaders. The trainings covered various topics, including violence prevention training and strengthening the capacities of women to manage programs to support women in their communities and to become more involved in decision-making spaces. More than 80 women participated in these trainings.
- **Leadership School for the Municipal Women's Directorates:** In Coatepeque, UMG partnered with SEPREM and ANAM to facilitate the Leadership School (ELIGEM) for DMMs. Nine DMMs from different municipalities in Quetzaltenango participated. The training stressed the use of the gender-based budget classifier to strengthen the inclusion of women-centric projects in municipal budgets. The mayor of Coatepeque established a deadline for the DMM in Coatepeque to update the classifier.
- **Developing tools to prevention violence:** As part of the Community GBV Prevention Plans, the Municipality of Chiquimula, the Interior Ministry and UMG coordinated a meeting with community members from Plan del Jocote and Zapotillo to develop a tool that will help them identify risk factors that negatively impact women's safety and wellbeing.

Poderes de la Prevención—UMG is supporting 400 women through the Interior Ministry's GBV program *Poderes de la Prevención* which is designed to empower and encourage women's organization through awareness of gender issues, promoting the culture of filing complaints, and disseminating information about the institutions that provide services to women who are vulnerable to violence. The program contains five modules, focusing on constitutional rights, gender equality and equity, violence prevention, and will run through November 2022.

Below is a financial breakdown for these activities through the end of FY 22:

Overall Budget	Expensed through September 2022	Remaining Balance
\$2,000,000	\$728,872	\$1,271,128

ANNEX II: POILCY BRIEF I

Leveraging the Power of Data:

Developing Recruitment Strategies for youth violence prevention programs

Authors: Ruiz, Pamela; Espinoza Evelyn, Mizrahi Yemile & Cruz, José Miguel.

Youth violence prevention programs frequently struggle with identification, recruitment, and retention of their target population. Usually, after youths' initial decision to try out a program, they need to be actively and continually engaged. Programs will not necessarily be attractive to all youth, nor should they be. Different programs focus on meeting different needs for youth, based on organizational resources and goals. Developing a solid recruitment strategy will help programmers to identify and approach the youth who will benefit most from the program.

This brief addresses the recruiting experience from a secondary violence prevention program aimed at 120 high-risk youth aged 16 to 24 and residents of Guatemala City's Zone 18. Data was collected to develop ideal candidate profiles, recruitment strategies, and maximize program design and execution. Three key lessons from this pilot are: 1) the importance of using data to refine and adapt strategies for key populations' recruitment, 2) minimizing participant self-selection bias,¹¹ and 3) building capacity of partners.

Identifying the Gap

Violence is part of everyday life in several Guatemalan neighborhoods. These communities are often called "red zones" due to their high murder rates. High levels of violence affect the social fabric and daily lives of people in these communities. As a result, many people, including youth, prefer to remain indoors after sundown and avoid going to other neighborhoods. While violence has caused a fear of crime culture throughout Guatemala, official data reveal that young males are most affected, both as perpetrators and victims of violence. Therefore, secondary prevention programs need to focus on young males.

As in many other countries, data from the National Civilian Police of Guatemala show that men consistently have higher homicide rates compared to their female counterparts. From January to July 2022 alone, 1,297 men were murdered compared to 268 women. In this same period, the department of Guatemala experienced 658 murders among males and 141 among females¹². Furthermore, men are more likely (8.75 times) to be incarcerated compared to women¹³. Identifying, recruiting, and retaining Guatemalan men is critical in designing secondary violence intervention programs.

To address this need, the Urban Municipal Governance (UMG) project has partnered with a local NGO to pilot a secondary violence prevention program. Specifically, this pilot program focused its efforts in Zone 18 in Guatemala City, one of the most violent areas in the city. This partnership allows the local NGO to provide technical certification and English courses to populations identified as being at higher risk of violence. Upon completion of these courses, participants are provided with a certification from the

¹¹ People that voluntarily enroll in programs might have different characteristics, resources, commitment, and views than those who, even in most need, won't sign up. For some, future gains are incentive enough; for others, monetary and in-kind incentives are needed. Cfr. Harber et al (2003). *Participant self-selection biases as a function of individual differences in time perspective*. Basic and Applied Social Psychology 25(3), 255-264.

¹² Dialogos, 2022

¹³ Ibid

Ministry of Education. The UMG project provides additional services to these youth using the premises of the local NGO. UMG is piloting a new program focused on cognitive behavioral group therapy (as well as individual therapy for those beneficiaries identified to need additional support), recreational and volunteering sessions, and family workshops for participants' parents and guardians¹⁴.

Using data to fill the gap

Program coordinators collected and used data to develop recruitment strategies. Four recruiters with neighborhood credibility were assigned to Zone 18 to promote youth enrollment. The target population was youth between the ages of 16-24, particularly young males with low levels of educational attainment. Prior analysis of NGO participant demographics informed the creation of an ideal candidate profile for future participants. Recruiters were provided with forms that detailed participant requirements (i.e., sex, age range, ability to participate in a program for 2 hours daily or 8 hours during the weekends, and no educational requirements). Additionally, recruiters were required to enroll at least 150 youth. The goal was to enroll mostly males, at least 60% of the total number of enrollees. To achieve this number, recruiters were asked to reach out to more than 600 youth in Zone 18.

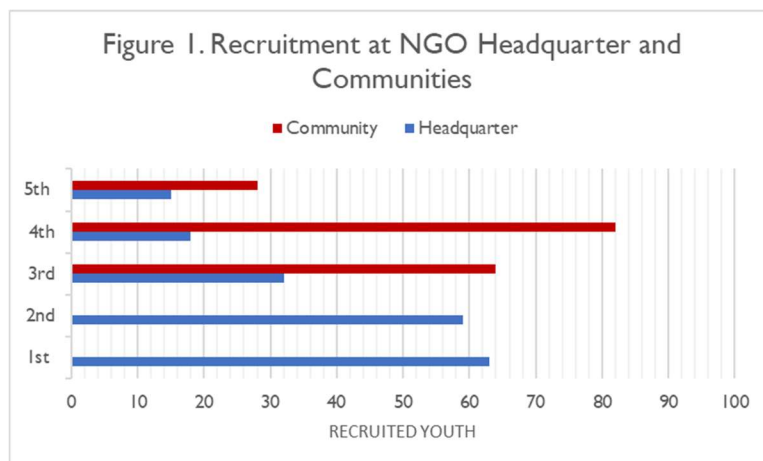
Recruiters collected participant data to ensure adequate follow-up of those who were interested in the program. These data were vital to maximizing program design and execution. Potential participants were informed they would have to report to the NGO headquarters in Zone 1 of Guatemala City to take a survey. Participants would receive a reimbursement for their transportation and a USD 5.00 airtime recharge for their cellphones as an incentive for taking the survey. The survey application was planned to occur within five consecutive weekends in the NGO headquarters. The survey was critical because it was a tool designed to identify participants' risk of violent behavior. The expectation was to select only those youth who exhibited higher levels of risk. It is important to note that the survey, HDRV, was designed to identify participants' risk of violent behavior. The program was designed to identify the risk of youth, using the HDRV, and select youth who exhibited higher levels of risk for secondary prevention.

The first two weekends resulted in low participant enrollment. Hence, programmers used the data collected to refine recruitment strategies. First, potential beneficiary data regarding communities, gender, and ages were used to target neighborhoods. Second, half of the enumerators were sent to communities to allow participants to respond to the survey in their community. The NGO stationed a customized school bus in a neutral area where youth, who had been already invited by recruiters, could get interviewed. Parking in neutral areas in Zone 18 minimized security concerns for youth and staff conducting the surveys.

Recruiters' feedback and data facilitated the decision to assign the customized school bus to communities. Initially, participant data revealed that females were more likely to show up at the NGO's headquarters. Next, recruiters identified that future participants did not have enough funds to pay for transportation (even though they were to receive a stipend once they were interviewed). Lastly, both males and females expressed security concerns about leaving their communities, getting on public transportation, and arriving in a neighborhood that was not their area of residence.

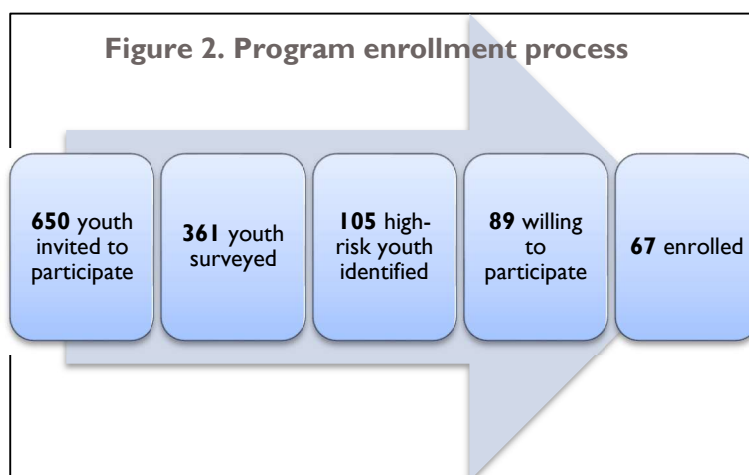
¹⁴ This Program was designed using prior cohort data from the local NGO that identified individual, family, and peer risk and needs. The program components are international evidence-based programs adapted to the Guatemalan context.

Figure 1 displays the number of participants who took the survey at the NGO's headquarters and those who took the survey at the customized school bus near their neighborhood. Triangulating and leveraging different data points (recruiter information and demographic information of future participants) allowed programmers to minimize structural barriers (i.e., lack of transportation funds and security concerns) and maximize ideal candidate enrollment.



It is commonly known that people drop out of program enrollment at different stages. In the first step of recruitment, recruiters collected demographic data from 650 youth. Based on previous data from the NGO partner, programmers were expecting that around 20% of youth would be high-risk, the target population for this program¹⁵.

650 potential participants received general background information about the program. They were invited to the NGO headquarters to participate in a survey that would determine their suitability to participate in the program. In the end, only 361 (55%) youth showed up to the NGO or the school bus located in the community to take the survey. Of these, 105 (29%) were identified as high-risk youth upon administration of the HDRV (*Herramienta de Diagnostico al Riesgo a Violencia – Violence Risk Diagnostic Tool*)¹⁶. Finally, from those who were invited to participate, only 67 enrolled in the program. 34 of these participants (50.7%) were males. Figure 2 illustrates this process.



Successes, challenges, and a way forward

Key takeaways from conducting outreach in Zone18 for this pilot program include: 1) the importance of using data to refine and adapt strategies for target populations recruitment, 2) minimizing participant self-selection bias and 3) capacity building for local partner organizations.

Importance of defining key populations

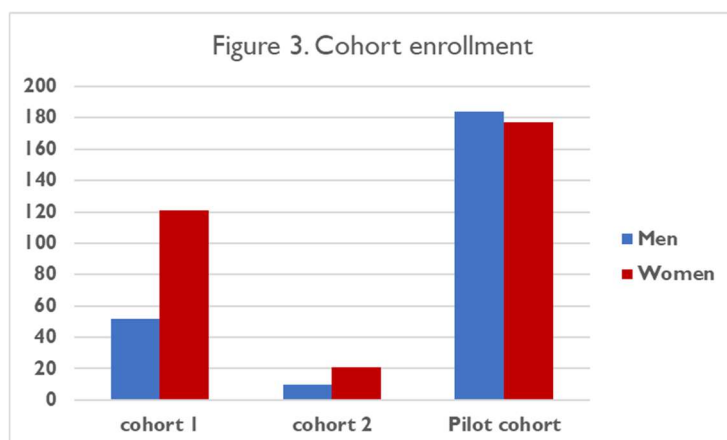
A key lesson from recruitment was the need to identify specific populations for program participation. Despite the paucity of data, official reports suggest that young males are the most vulnerable population

¹⁵ In 2021 upon the administration of the HDRV only about 20% of the local NGO's beneficiaries were identified as high-risk youth

¹⁶ Final participation in the program requires youth classify as high-risk upon the administration of the HDRV.

to lethal violence and incarceration. However, when examining NGO's historic participant data, it was found that most participants were women. Adapting the recruitment strategy allowed the program to reach out to more male participants. When comparing the last two NGO cohorts from Zone 18, the programmers' strategies for entering communities, using recruiters, and targeting male participants proved to be successful, even if the expected 60% of male enrollment was not achieved (see figure 3). Historically, NGO participants have been comprised of 70% women and 30% men, when participants were mainly recruited using social media advertising.

Our community-based recruitment strategies, on the other hand, have shifted participant demographics to enroll more male participants (50%). To better assist local partners in recruiting the target population, guidelines should include information such as gender ratios, geographic locations, and risk levels to ensure resources are aligned to people facing specific risks and/or vulnerabilities. It is imperative to use available data (i.e., official statistics, local partner data) and/or generate data in the process to set reasonable expectations for local partners.



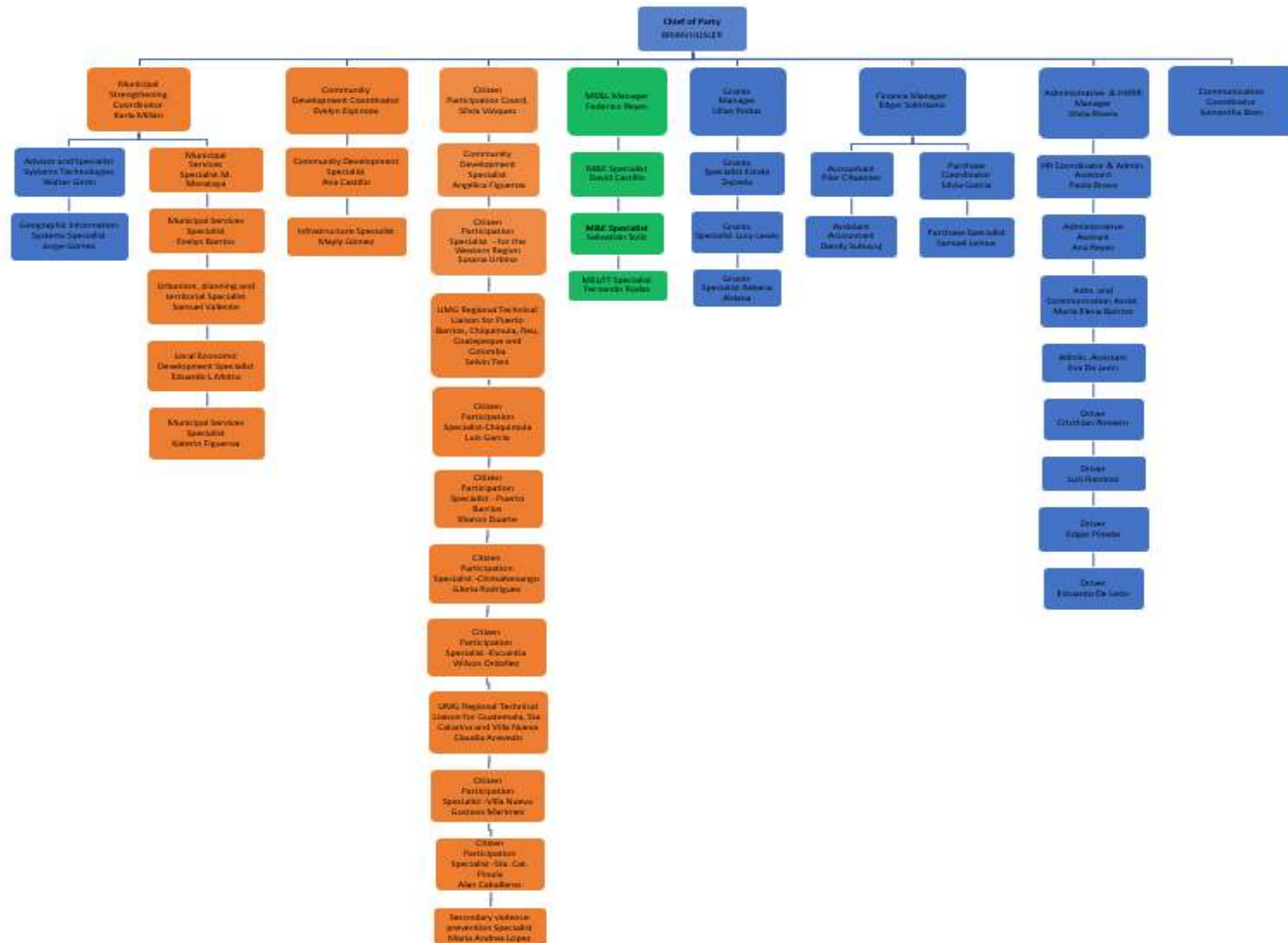
Minimizing participant self-selection bias

This pilot also provided lessons to work around structural barriers that may prevent the most vulnerable beneficiaries from participating in programs. Again, using data to monitor gender, age, and community participants allowed us to pivot recruitment strategies. We developed strategies to meet potential beneficiaries near their communities to counter the lack of funds for transportation and security concerns – thereby reducing barriers and self-selection bias of participants.

Capacity building for local partners

Lastly, a valuable lesson for the future is to acknowledge and develop capacities with local partners to execute projects. Most local NGO partners have never used data to recruit, retain, or follow up with their beneficiaries and, therefore, have not developed adequate data management systems. It is imperative that partnerships be seen as a learning experience and an adaptive process. The international community can learn basic challenges that can be addressed through capacity building, such as upgrading operation systems from paper to electronic-based data systems. Local partners can learn how to collect, analyze, and use data to better target beneficiaries and improve services.

ANNEX III: ORGANIZATIONAL CHART AND STAFF LIST



No.	Name	Position	Contract Start Date
1	Brian Husler	COP	01/03/2017
2	Samantha Boss	Coordinadora de Comunicaciones	05/01/2022
3	Edgar Ovidio Solorzano Milián	Gerente de Finanzas	23/3/2017
4	Lilian Lizette Rodas González	Gerente de Donaciones y Adquisiciones	12/6/2017
5	María del Pilar Cifuentes Hernández	Contadora	19/6/2017
6	Silvia Edith Vásquez de León	Coordinadora de Participación Ciudadana	22/8/2017
7	Karla Margarita Milián Fernández	Coordinadora de Fortalecimiento Municipal	28/8/2017
8	Mynor Leonel Morataya Corado	Especialista en Servicios Municipales	9/10/2017
9	Lucy Rosangela Lewis Marroquín	Especialista de Subvenciones	9/10/2017
10	María Elena Barrios Barillas	Asistente de Administración y Comunicaciones	15/1/2018
11	Mirna Susana Urbina Fernández	Especialista en Participación Ciudadana- Occidente	7/5/2018
12	Selvin Tení	Enlace Técnico Regional para los municipios de Puerto Barrios, Chiquimula, Retalhuleu, Coatepeque y Colomba	15/5/2018
13	Jessica Paola Bravo López	Asistente de Administración/Coordinadora de Recursos Humanos	19/6/2018
14	Silvia Genoveva García Gramajo	Encargada de Compras	9/7/2018
15	Enma Estela Zepeda López	Especialista de Subvenciones	16/7/2018
16	David Castillo	Especialista en Monitoreo y Evaluación	30/10/2018
17	Byron Estuardo De León Juárez	Piloto Automovilista	3/12/2018
18	Cristhian Esteban Romero De León	Piloto Automovilista	4/2/2019
19	Mayly Allely Gómez Herrera	Especialista en Infraestructura y Medio Ambiente	4/2/2019
20	Evelyn Janeth Espinoza Sandoval	Coordinador de Desarrollo Comunitario	25/8/2020
21	Rebeca Maria Aldana Díaz	Especialista de Subvenciones	5/10/2020
22	Luis Fernando García Méndez	Especialista Regional de Participación Ciudadana– Chiquimula	12/10/2020
23	Angélica Noemi Figueroa Camey	Especialista en Desarrollo Comunitario	12/10/2020
24	Walter Francisco Girón Figueroa	Especialista y Asesor en tecnologías de Sistemas	2/11/2020

25	Fernando Rodas Pinzón	Especialista en Sistemas de Información de MEL/IT	26/7/2021
26	Luis Fernando Ramírez Hilario	Piloto Automovilista	5/8/2021
27	Samuel Antonio Lemus Guzmán	Especialista en Compras	19/8/2021
28	Ana Patricia Reyes	Asistente de Administración	1/9/2021
29	Dandy Augusto Subuyuj Patzán	Asistente Financiero	1/9/2021
30	Edgar Pineda	Piloto Automovilista	20/9/2021
31	Evelyn Yanira Barrios Ramírez	Especialista en Gestión y Servicios Municipales	4/10/2021
32	Shaaron Lisbeth Duarte Rojas	Especialista en Participación Ciudadana para Puerto Barrios	4/10/2021
33	Alan Eric Caballeros López	Esp. en Participación Ciudadana para Santa Catarina Pinula	4/10/2021
34	Katerin Lucía Figueroa Molina	Especialista en Gestión Municipal Guatemala	4/10/2021
35	María Andrea López Durán	Especialista en Prevención de Violencia Secundaria	4/10/2021
36	Sebastián David Soliz Castro	Especialista en Monitoreo y Evaluación	18/10/2021
37	Wilson Felipe Ordoñez Jolón	Especialista en Participación Ciudadana-Escuintla	21/10/2021
38	Gloria Nineth Rodríguez Sirin de Camey	Especialista en Participación Ciudadana- Chimaltenango	21/10/2021
39	Claudia Regina Acevedo Avalos de Licardié	Enlace Técnico Regional para Guatemala, Villa Nueva y Santa Catarina Pinula	21/10/2021
40	Eduardo López Mota	Especialista en Desarrollo Económico Local	25/10/2021
41	Jorge Mario Gómez López	Especialista en Sistemas de Información Geográfica	25/10/2021
42	Gustavo Adolfo Martínez	Especialista en Participación Ciudadana para Villa Nueva	8/11/2021
43	Samuel Eduardo Valiente Leiva	Especialista en Urbanismo	15/11/2021
44	Ana Evelyn Catillo Marroquín	Especialista en Desarrollo Comunitario	2/12/2021
45	Carlos Federico Reyes López	Gerente de Monitoreo, Evaluación	6/12/2021
46	Silvia Aracely Rivera Flores	Gerente de Recursos Humanos y Administración	17/1/2022
47	Eva Zoe de León Monroy	Asistente Administrativa	17/1/2022

ANNEX IV: MONITORING, EVALUATION AND LEARNING REPORT

Indicator Number & Name	FY2022 Target	FY2022 Result	Variance (%)
4. Number of public accountability and transparency mechanisms implemented	26	29	11.5%
16. Number of USG-supported activities designed to promote or strengthen the civic participation of women	60	63	5.0%
18. Number of demonstrated improvements by municipality in institutional capacity for public management	96	91	-5.2%
19. Number of projects preventing violence and/or illegal migration reflected in municipal Annual Operating Plans	41	40	-2.4%
20. Percentage increase in own source municipal revenue from previous year	2%	29.77%	1388.5%
21. Number of alliances and/or inter-institutional coordination networks, direct or indirect, between local institutions to promote municipal development	29	25	-13.8%
22. Number of strategies or activities to prevent crime, violence, and/or illegal migration being implemented in municipalities with USG assistance	274	209	-23.7%
23. Number of vulnerable people benefitting from USG-supported services	13,827	12,164	-12.0%
24. Number of people who receive USG-supported training	2,216	1,881	-15.1%
32. Number of youth trained in soft skills/life skills through USG assisted programs. (F Indicator YOUTH-1)	1,718	1,748	1.7%
33. Number of laws, policies or procedures adopted or implemented with USG assistance designed to promote youth participation at the regional, national, or local level. (F Indicator YOUTH-2)	10	15	50.0%
34. Number of youths at risk of violence trained in social or leadership skills through USG assisted programs (Indicator YOUTH-1 CARSI)	60	62	3.3%

35. Percentage of youth with reduced risk factors that drive crime and violence due to USAID programming (With numerator and denominator reported) Custom-RCS	N/A	N/A	N/A
36. Number of legal instruments drafted, proposed, or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level (F Indicator GNDR-1)	17	19	11.8%
37. Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other) (F Indicator GNDR-6)	576	677	17.5%
38. Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (F Indicator GNDR-8)	565	572	1.2%

ANNEX V: SUCCESS STORIES



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Michelle for Life

When a young woman creates her path through hard life circumstances leveraging USAID youth support programs



Above: Michelle, a 19-year-old from El Mezquital, Villa Nueva, pushes through impossible circumstances to build her future.

Below: Michelle, on her block in Zone 12 of El Mezquital.



Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

Everyday, Michelle wakes up and starts her day in her grandparent's home in Villa Nueva, a city just outside of the capital of Guatemala. She snoozes her alarm, puts on her glasses, whips up breakfast and opens her computer to start class. She is, at first glance, a typical 19-year-old in 2022. But Michelle anything but typical.

Villa Nueva is a city plagued by gang-related violence and in El Mezquital, Michelle is only ever free to walk just a few blocks from her home. When she was a toddler, her father was the victim of violent crime and died. Her mom marched strongly on to raise Michelle and Michelle's younger brother, creating a happy life against all odds. But in August 2020, Michelle's mom passed away and Michelle found the grief of that monumental loss utterly and completely destabilizing. She and her brother moved to their grandparents' home where they were welcomed with open arms. However, she faced the reality of being an orphan at 17 with a 14-year-old brother in a hard neighborhood.

In October 2020, Michelle's uncle told her about the English for Life (E4L) program. Funded by USAID and in collaboration with Villa Nueva's city government, E4L provides young people from at-risk neighborhoods with the opportunity to learn English to occupy free time and receive psychological support through therapy and mentorship. Having just graduated high school and fighting depression and grief, Michelle had no reason to get out of bed in the morning, until, that is, she enrolled in E4L.

E4L provided Michelle with a safe environment to talk openly about the challenges she was facing. Her mentors at E4L recommended she apply to become a civic service volunteer (the equivalent of AmeriCorps in Guatemala) and for around six months she helped the city's youth office to implement violence prevention activities, implemented with USAID support. Michelle grew so much that the E4L team asked her to become a paid parttime mentor to help other youth from her neighborhood. Now, she checks in on how E4L participants are doing, what's going on in their lives and encourages the students to keep pushing forward. Michelle is currently studying with the English for Working program, another USAID and Villa Nueva Municipality collaboration, which provides a five-month intensive English language course to qualified youth applicants to increase their employability and open new professional opportunities. She just started her first year of university, with a business administration major and hopes to later study psychology.

Michelle has been forced to confront and overcome challenges that no 19-year-old should have to face. But with support from her community and USAID, she's making her life.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Behind Bars to Fresh Start

**Formerly Incarcerated
Individuals Reinvent Their
Future with USAID**



Above: La Factoria Ciudadana participant, joins other previously incarcerated people for special support to get their feet back on the ground.

Herber never envisioned being behind bars in at age 24 but his circumstances and choices led him to face that reality. Born and raised in a town just outside of Guatemala City, he grew up in a violent and abusive family. His father, who had two wives and families simultaneously, constantly hit Herber. Even as he grappled being a child rape victim, Herber loved sports and school but began drinking as a teenager to numb the loneliness he felt at home. Despite all the hardships he faced at home, he graduated from high school and found a good job. He got married and had a beautiful son but struggled with alcohol and self-medicating. He spent nearly eight years in prison (of a 13-year sentence) after serving charges of the abuse and rape of his wife. Guatemalan prisons are notoriously dangerous and Herber relived all the same nightmares he faced as a child. In prison, he had a daughter who is now six years old. In January of 2021, he was released with a new vision of what he wanted his life to look like.

Just because Herber was ready to start to transform, doesn't mean that society was ready to receive him with open arms. The struggle to find employment, housing and new social circles can lead many previously incarcerated people to continue committing crimes and be resent to prison. In Guatemala, an estimated 90% of formerly incarcerated people will recommit a crime. To reduce violence and avoid these recidivism cases, USAID saw an opportunity to support *Fundación Novella* to help previously incarcerated people get their feet on the ground to integrate successfully back into society. The interventions are modeled after tertiary violence prevention programs in Los Angeles, such as [Amity Foundation](#) and [Homeboy Industries](#), where the program's director met with Administrator Power during the Summit of the Americas in 2022 to share about tertiary violence prevention in El Salvador and Guatemala. *Fundación Novella* provides previously incarcerated people individual and group therapy, personal finance classes, economic development opportunities, spiritual healing sessions, drug testing and addiction with additional courses on self-esteem, confidence, trust, and long-term planning.

Herber recalls "I was hoping for some opportunity to come my way because I didn't know what to do. I didn't know how to talk. I didn't know how to be around other people." and since August 2021 he has attended *Fundación Novella's* center every week to learn how to exist and thrive in a free environment. Herber began studying a university degree in Legal and Social Sciences and is committed to giving back to others through volunteering. For now, he works as a moto taxi driver for now to pay his bills and finance his studies but later he aspires to become a lawyer. While he's still healing from all that has happened, Herber reflected that "Everything that happened was a part of the path I had to walk to make me the person I am becoming."

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