



INDEPENDENT
Evaluation Office

United Nations Development Programme

ANNEXES

INDEPENDENT COUNTRY PROGRAMME

EVALUATION – GUATEMALA

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Annex 1. Terms of Reference

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

Following the first country programme evaluation conducted in 2009², this is the second country-level evaluation conducted by the IEO in Guatemala. The ICPE will be conducted in close collaboration with the Government of Guatemala, with the UNDP Guatemala Country office, and with the UNDP Regional Bureau for Latin America and the Caribbean. The results of, and lessons learned from, the ICPE are expected to feed into the development of the new country programme 2020-2024.

2. NATIONAL CONTEXT

The Republic of Guatemala, located in Central America, has an area³ of 108,889 km² and a total population of 16.5 million⁴, with 51 percent of the population living in rural areas⁵ and 70 percent under 30 years of age⁶. With 40 percent of its population considered indigenous⁷, Guatemala is a multicultural and multiethnic country, with 24 linguistic groups and 3 major indigenous groups.

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² <http://web.undp.org/evaluation/evaluations/adr/guatemala.shtml>

³2011 Caracterización Republica de Guatemala:

<https://www.ine.gob.gt/sistema/uploads/2014/02/26/L5pNHMXzxy5FFWmk9NHCk9x7E5Qqvvy.pdf>

⁴ Guatemala en Cifras 2017: http://www.banguat.gob.gt/Publica/guatemala_en_cifras_2017.pdf

⁵ Guatemala en Cifras 2017: http://www.banguat.gob.gt/Publica/guatemala_en_cifras_2017.pdf

⁶ UNDP Guatemala Country Programme Document 2015-2019

⁷Caracterizacion estadistica Republica de Guatemala 2012 (available information to date):

<https://www.ine.gob.gt/sistema/uploads/2014/02/26/5eTCcFIHErnaVeUmm3iabXHaKgXtw0C.pdf>

Between the 1960s and mid-1990s, Guatemala experienced a long-term conflict between the guerrilla forces and military governments, affecting mostly indigenous people. The conflict ended in 1996 with the signature of the Peace Agreement. Since then, Guatemala has improved its legal and institutional frameworks, but continues to face challenges in strengthening regulations and law enforcement. Institutional weaknesses, low budget, a poor regulatory framework, lack of confidence in the judicial system, coupled with violence and low citizen participation, remain important concerns in the country.

Guatemala has not achieved significant results in terms of economic growth and poverty reduction. Due to limited investments in the public and private sectors and sluggish physical and human capital growth, Guatemala's economic growth has been slow and unstable. The main economic sources in the country are agriculture, commerce and services, and manufacturing industry, with agriculture employing 32 per cent of the labor force.⁸ While the unemployment rate remains low (3.1 percent in 2016)⁹, 69.8 percent of the active population works in the informal sector¹⁰. In 2016, the "World Bank doing business index" ranked it 97 out of 100.¹¹ The government collects the lowest share of public revenues in the world relative to the size of its economy.¹²

In terms of poverty reduction, inequalities remain high with a GINI coefficient of 0.531, one of the highest in the world¹³. In 2016, the national poverty level was 59.28 percent and the extreme poverty rate was 23.36 percent.¹⁴ More than 80 percent of indigenous people are under the poverty line, with 47% living in conditions of extreme multidimensional poverty.¹⁵

Guatemala has one of the highest population growth rates in Latin America (2.4 per cent)¹⁶ and its economic growth is insufficient to cover the needs of the population (e.g. food, education, health, basic services, etc.). In 2015, Guatemala's Human Development Index (HDI) value was 0.640¹⁷; positioning the country at 125 out of 188 countries (medium human development category). Guatemala made progress in the achievement of the MDGs but this was still insufficient (62.5 percent of the goals were very far from being fulfilled).¹⁸ Almost half the population cannot afford the basic food basket, leading to the highest prevalence of stunting in children under 5 (46.5 percent) in Latin America and one of the highest in the world.¹⁹ The lack of access to health and education are also important challenges. Guatemala has

⁸ Caracterización estadística República de Guatemala 2012:

<https://www.ine.gob.gt/sistema/uploads/2014/02/26/5eTCcFIHErnaNVeUmm3iabXHaKgXtw0C.pdf>

⁹ Guatemala en Cifras 2017: http://www.banguat.gob.gt/Publica/guatemala_en_cifras_2017.pdf

¹⁰ Primer Informe de Gobierno 2016-2017:

<http://www.segeplan.gob.gt/nportal/index.php/biblioteca-documental/category/108-informe-2016?download=584:primer-informe-de-gobierno-2016-2017>

¹¹ The World Bank, Doing Business: <http://www.doingbusiness.org/data/exploreeconomies/guatemala>

¹² World Bank: <http://www.worldbank.org/en/country/guatemala/overview#1>

¹³ Guatemala Human Development Report 2016: <http://desarrollohumano.org.gt/estadisticas/estadisticas-indicadores-basicos/indicadores-basicos/>

¹⁴ Guatemala en Cifras 2017: http://www.banguat.gob.gt/Publica/guatemala_en_cifras_2017.pdf

¹⁵ Guatemala UNDAF 2015-2019

¹⁶ Guatemala, Política Económica 2016-2021, Crecimiento Económico Incluyente y Sostenible:

http://www.centralamericanadata.com/docs/PoliticaEconomica2016_2021_GT.pdf

¹⁷ Human Development Report 2016 – Briefing notes Guatemala:

http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GTM.pdf

¹⁸ Informe final de cumplimientos de los Objetivos de Desarrollo del Milenio, Guatemala 2015:

<http://desarrollohumano.org.gt/wp-content/uploads/2016/04/ODM-2015-Cuarto-Informe.pdf>

¹⁹ <http://www1.wfp.org/countries/guatemala>

one of the lowest levels of education in Latin America and among countries with similar income. In 2013, the government spent only 2.8 per cent of the GDP in education.²⁰

Gender equality, and in particular women's participation in economic and political activities, remains an important challenge with only 13.9 percent of the seats in the national parliament held by women in 2016.²¹ Between 2012 and 2015, 339 of the 3,877 elected officials were women and 21 of the 158 members of Congress were indigenous people.²² Despite a solid legal framework²³, violence against women and its impunity are still very prevalent.

The country is also susceptible to climate change as a large part of its territory is affected by natural disasters and adverse weather conditions (El Niño that causes prolonged droughts, La Niña which generates abundant rain). It ranks in the top five countries in the world most affected by floods, hurricanes and earthquakes, with 40.8 percent of the population exposed to five or more threats simultaneously. The rural population is very vulnerable to extreme weather events, which increases their food insecurity and malnutrition. However, the country lacks the required resources and policies to combat these climatic variations.

3. UNDP PROGRAMME STRATEGY IN GUATEMALA

Relations between the Government of Guatemala and the United Nations system were formalized on 1998. The work of UNDP in the country is guided by the United Nations Development Assistance Framework (UNDAF) for the period 2015-2019. The UNDAF was developed by the UN country team composed of 17 Resident agencies and 5 non-resident agencies, in coordination with the Ministry of Foreign Affairs (MINEX), the Office of Planning and Programming (SEGEPLAN), and the National Statistics Institute (INE).

In line with the K'atun National Development Plan: our Guatemala 2032, the UNDAF 2015-2019 and the UNDP Strategic Plan 2014-2017, UNDP intended to "contribute to the development of a resilient, equitable and inclusive country, engaged on social peace and focused on indigenous populations, women and youth living in poverty and extreme poverty in territories with lower human development index and less presence of the State". UNDP committed to support, in an integrated manner, the following programme priorities: (a) inclusive and sustainable development; (b) rule of law and peace; and (c) active and inclusive citizenship. The programme is expected to use a human rights-based approach and promote the participation of women throughout its implementation.

²⁰ UN data: <http://data.un.org/CountryProfile.aspx?crName=Guatemala>

²¹ UN data: <http://data.un.org/CountryProfile.aspx?crName=Guatemala>

²² UNDP CPD 2015-2019

²³ The government enacted different laws on the integrated development of women, family violence, sexual violence, trafficking, exploitation and femicide, and designed policies such as the National Policy for the Promotion and Integral Development of Women. Other mechanisms exist such as the "Defensoría de la Mujer Indígena" and the "Secretaría Presidencial de la Mujer".

Table 1: Country Programme outcomes and indicative resources (2015-2019)²⁴

Country Programme Outcome		Indicative resources (US\$)	Indicative expenditures to date (US\$)
OUT 8 (25 projects)	The Urban and Rural Development Councils system and the corresponding governmental institutions jointly develop policies and investments that foster protection, responsible use and conservation of natural resources and community resilience	\$45,000,000	\$60,292,670
OUT 9 (19 projects)	Access to justice. Justice institutions increase the efficiency and effectiveness in case solving, within inclusion and equity levels.	\$45,000,000	\$58,967,798
OUT 10 (9 projects)	Indigenous people, mainly young and female, exercise active citizenship and effectively participate in development-related decision-making at the community, municipal, departmental and national levels.	\$10,000,000	\$5,124,228
Total		\$100,000,000	\$124,384,696

Source: UNDP Guatemala Country Programme Document 2015-2019 / UNDP systems

4. SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the current programme cycle (2015-2019), but given that the first country programme evaluation was conducted in 2009, the evaluation will also follow up on ADR recommendations. It will also consider the cumulative results of projects running from the past programme cycle into the current one to provide forward-looking recommendations as input to UNDP Guatemala's formulation of its next country programme.

ICPEs focus on formal UNDP country programmes approved by the Executive Board; country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP). The scope of the ICPE includes the entirety of UNDP's activities in the country, therefore covers interventions funded by all sources, including core UNDP resources, donor funds, government funds. There will also be initiatives from the regional and global programmes included in the scope of the ICPE. It is important to note, however, that the UNDP county office may be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.²⁵ The ICPE will address the following three key evaluation questions.²⁶ These questions will also guide the presentation of the evaluation findings in the report.

²⁴ Source: UNDP Guatemala Country Programme Document 2015-2019 for Indicative Resources. The data for the indicative expenditures to date for the three outcomes is from the Combined Delivery Report produced by the NY Office of Financial Resources Management (shared by the CO). Differences have been found with Atlas/ Power BI (data provided as of 30 January 2018 for the Regional/Global projects and \$90,281,852 for outcome 8; \$56,924,254 for outcome 9; \$ 4,511,022 for outcome 10). The data will be further validated with the CO.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. Where data gaps are apparent, a qualitative approach will be taken to fill those gaps to aid in the evaluation process. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which these outcomes have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), and the extent to which the key principles of UNDP's Strategic Plan²⁷ have been applied in the CPD design and implementation are some of the aspects that will be assessed under this question.²⁸ Qualitative rating scales will be used to assess (i) the degree to which a factor was a significant constraint on effectiveness of program implementation and achievement of outcomes; and (ii) the degree to which the UNDP was successful in addressing/managing the constraint.

Special attention will be given to integrate a gender equality, conflict sensitivity and indigenous people approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker²⁹ and the gender results effectiveness scale (GRES). The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

²⁵ <http://www.uneval.org/document/detail/21>

²⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

²⁷ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

²⁸ This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the country office.

²⁹ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

6. DATA COLLECTION

Assessment of data collection constraints and existing data. A preliminary assessment was carried out to identify available evaluable data as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that 15 evaluations (13 projects, 1 outcome, 1 UNDAF) were carried out for the 2010-2014 period, and 7 evaluations (4 projects, 3 outcomes) for the 2015-2019 cycle to date. With respect to indicators, the CPD (Guatemala Outcomes 8, 9, 10), UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it also provide baseline, indicators, targets, and annual data on the status of indicators. In this context, there is a good availability of UNDP projects, strategic documents, and monitoring reports. In addition, Guatemala has good national statistical capacity since the National Statistics Institute (INE) regularly publishes official statistical data of the country. Regarding programme results (outcomes) and outputs, data sources are reliable and the baselines are clear. However, the annual data on the status of the indicators is not fully updated given that some poverty indicators at national level have not been recently collected. The security level is moderate, and constraints to primary data collection are not envisaged.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers. Specific evaluation questions and the data collection method will be further detailed and outlined in the outcome analysis. A pre-mission questionnaire will be administered to the M&E focal point and, as needed, other key counterparts in the country office at the onset of data collection (March). Special attention will be given to integrate a gender equality responsive approach to the evaluation methods and reporting. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

A multi-stakeholder approach will be followed and interviews include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral and multilateral donors, and beneficiaries of the programme. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

The criteria for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and mainly the current cycles);
- Degree of "success" (successful projects and projects with difficulties where lessons can be learned).

The IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. Document reviews will include:

background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports. All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Guatemala Country office, the Regional Bureau for Latin America and the Caribbean and the Government of Guatemala. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country office in Guatemala: the country office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Additionally, the CO will prepare a management response in consultation with RB and will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Latin America and the Caribbean: The UNDP Regional Bureau for Latin America and the Caribbean will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will aim to ensure gender balance in the team, which will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the country office.
- Associate Evaluator (AE): IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis and the final report. Together with the LE, will help backstop the work of other team members.
- Consultants: two external national consultants and one regional consultant will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment and indigenous people's rights. Under the guidance of LE, they will conduct preliminary desk review, data collection in the field, prepare sections of the report, and contribute to preparing and reviewing the final ICPE report.
- Research Assistant: A research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities by outcome (<u>tentative</u>)		
Outcome	Report	Data collection
Inclusive sustainable development (Outcome 1)	LE/AE/RA + one national consultant	
Rule of law, peace and equal access to justice (Outcome 2)	LE/AE/RA + one regional consultant	
Active and inclusive citizenship (Outcome 3)	LE/AE/RA + one national consultant	

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks, from 21 May to 5 June 2018. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team holds a debrief presentation of the key preliminary findings at the country office.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The zero draft of the report will be subject to peer review by IEO and the Evaluation Advisory Panel (IEAP). It will then be circulated to the country office and the UNDP Regional Bureau for Latin America and the Caribbean for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Guatemala Country office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final evaluation report will be published.

Phase 5: Publication and dissemination. The ICPE report and brief summary will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at

the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Guatemala Country office and Government of Guatemala will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively³⁰ as follows:

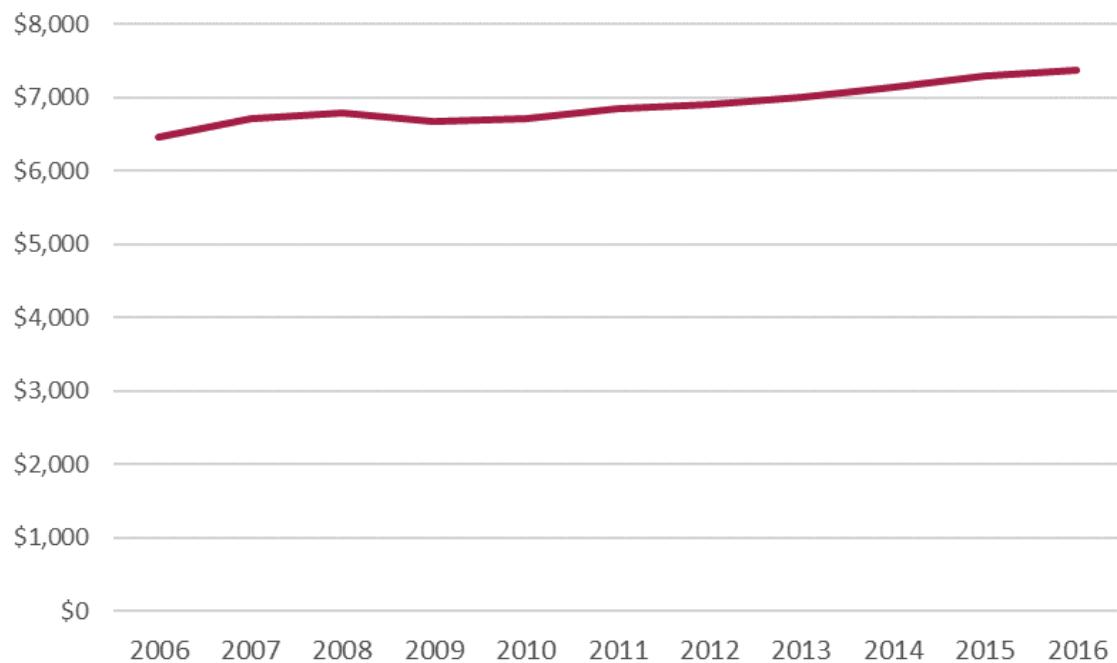
Table 3: Timeframe for the ICPE process going to the Board in 2019		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	January
Selection of other evaluation team members	LE	February
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	March - April
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	21 May – 5 June
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	June
Zero draft ICPE for clearance by IEO	LE	July
First draft ICPE for CO/RB review	CO/RB	August
Second draft shared with GOV	CO/GOV	August
Draft management response	CO/RB	September
Final debriefing with national stakeholders	CO/LE	September - October
Phase 5: Production and Follow-up		
Editing and formatting	IEO	September-October
Final report and Evaluation Brief	IEO	September-October
Dissemination of the final report	IEO/CO	September-October
Presentation to the Executive Board	IEO	September 2019 or January 2020

³⁰ The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

Annex 2. Country at a Glance

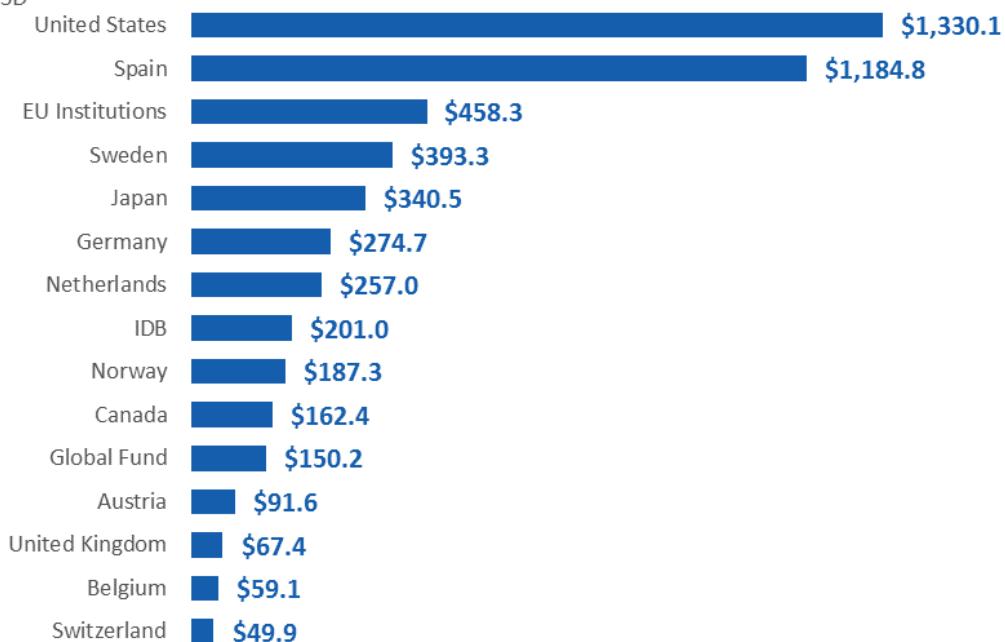
GDP per capita

PPP (constant 2011 international dollar)



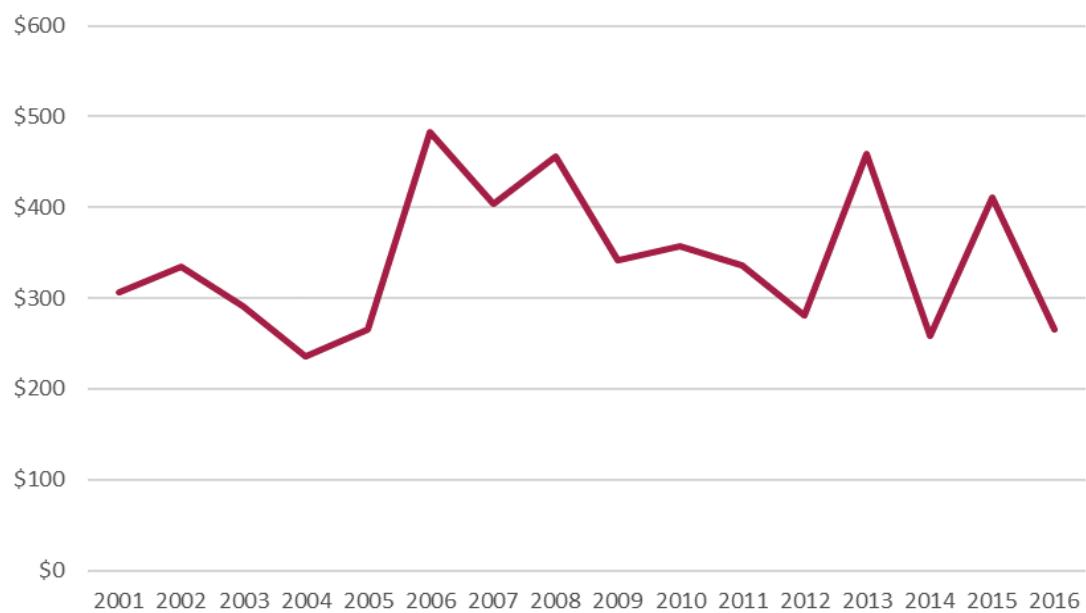
Official Development Assistance Disbursements (2001-2016)

Millions USD

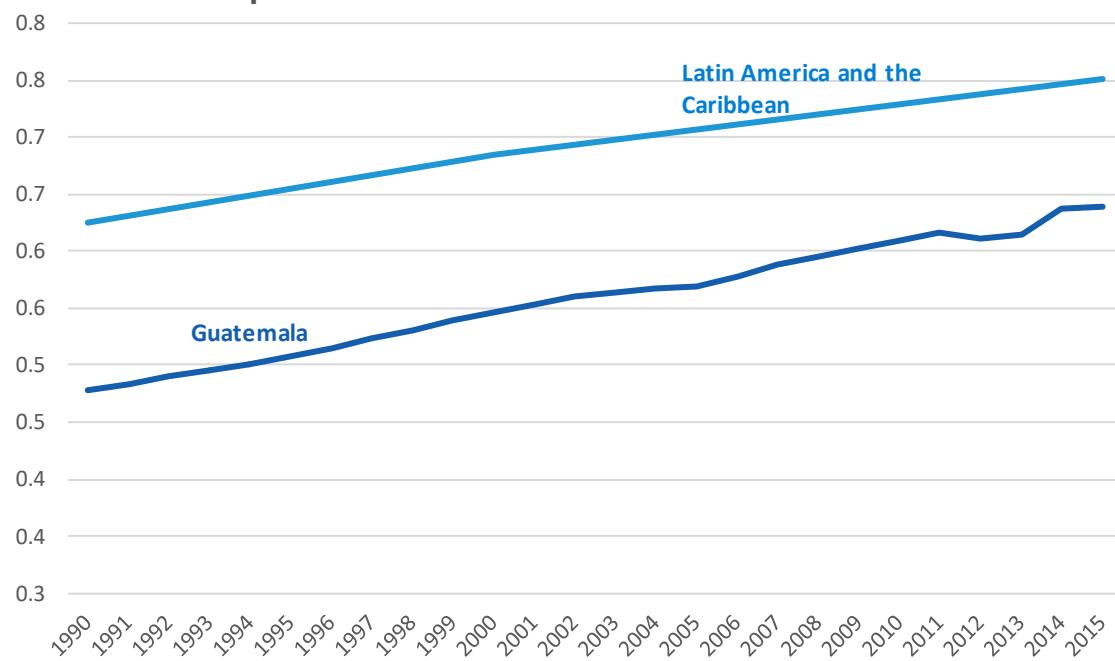


Net ODA received

constant 2015 USD in millions



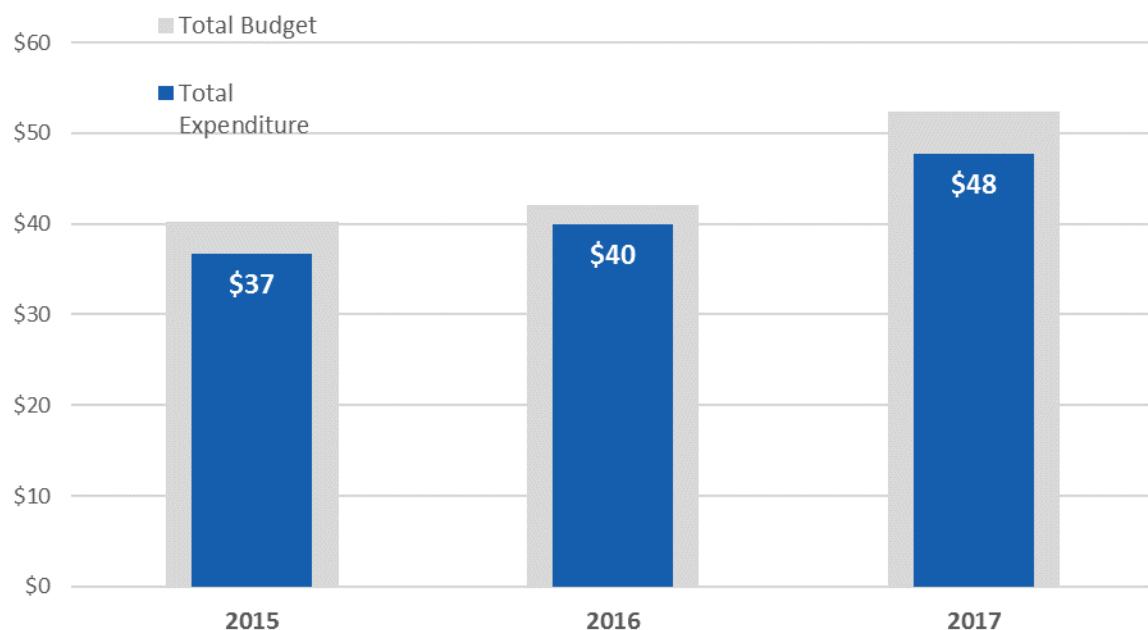
Human Development Index Trends



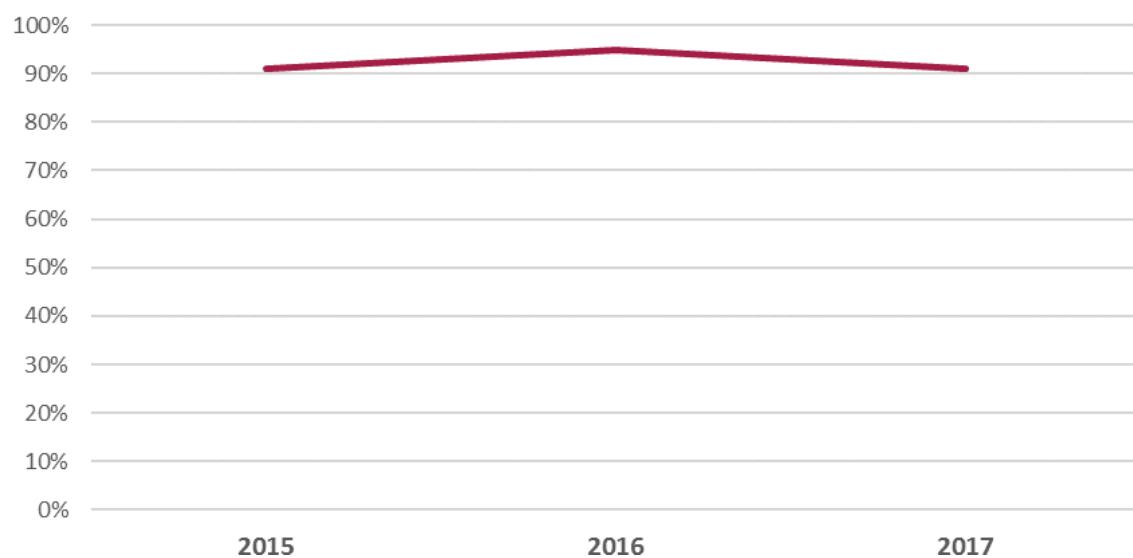
Annex 3. Country Office at a Glance

Evolution of Programme Budget & Expenditure

Millions

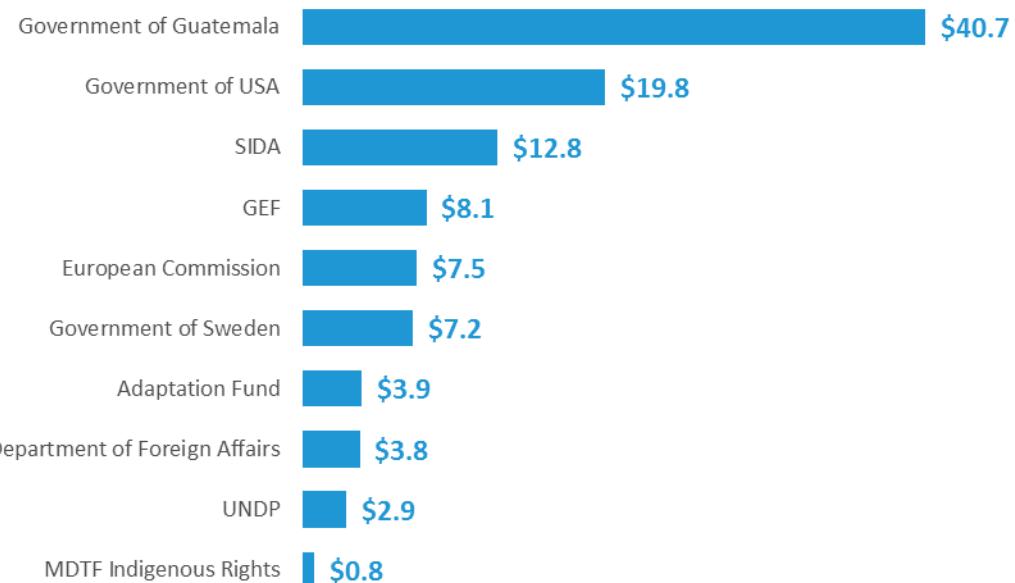


Execution Rate by Year



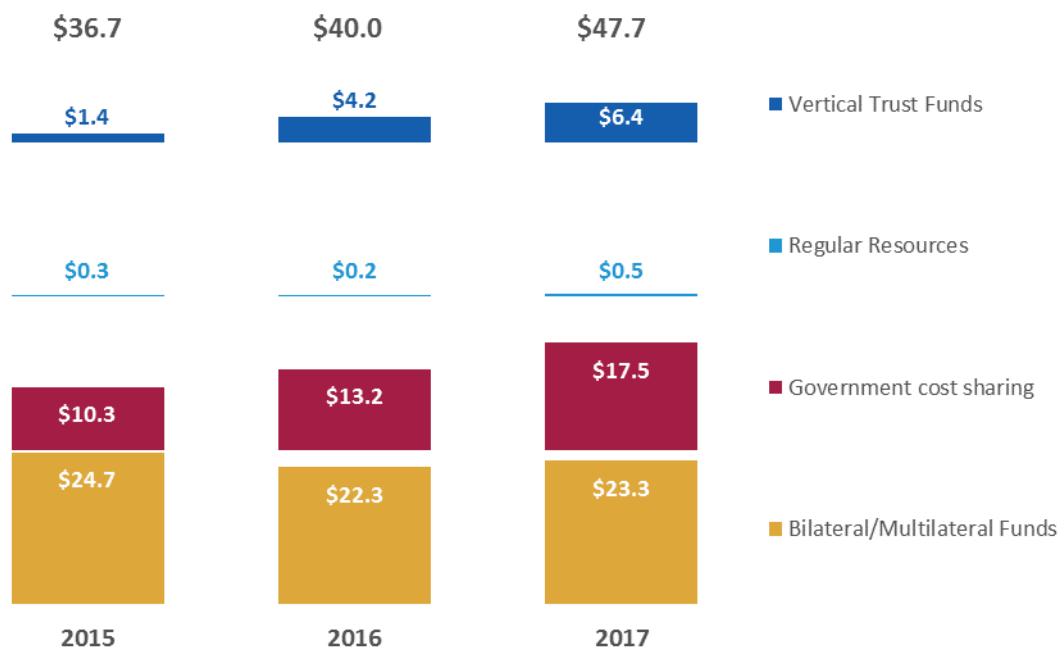
Top 10 Donors ³¹

Millions



Total Expenditure by Fund Category and Year

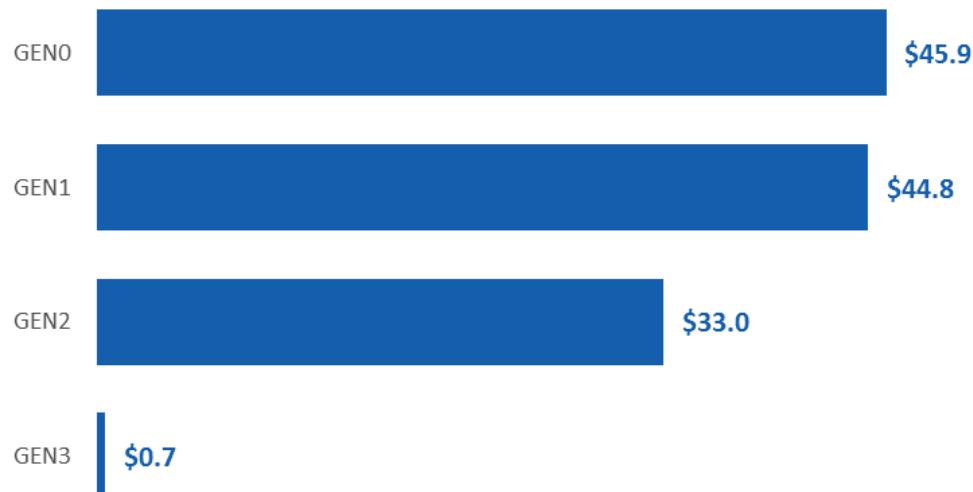
Millions



³¹ Guatemala UNDP Country Office provided donation data from the Government of Guatemala (\$40.7); the additional donations data were obtained from Power BI.

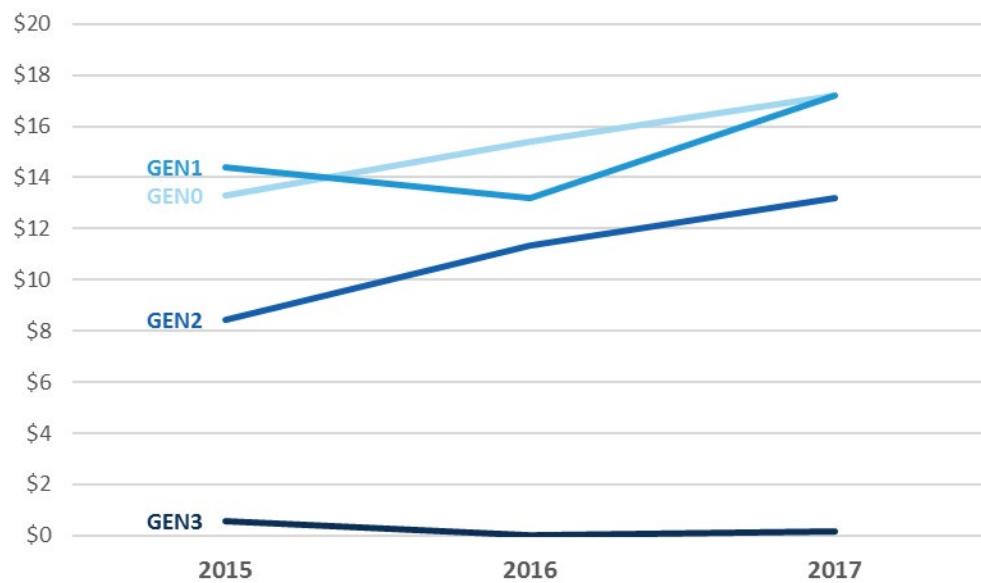
Expenditure by Gender Marker

Millions



Expenditure by Gender Marker and Year

Millions



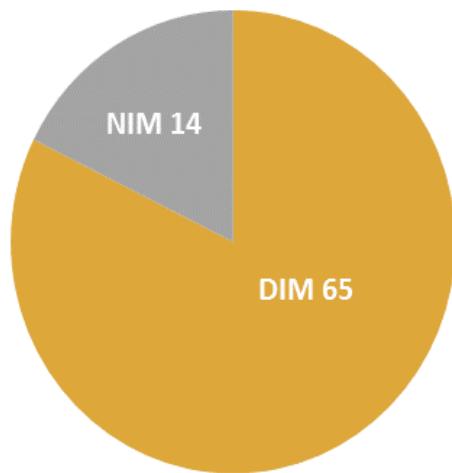
Program Expenditure by Source

Millions



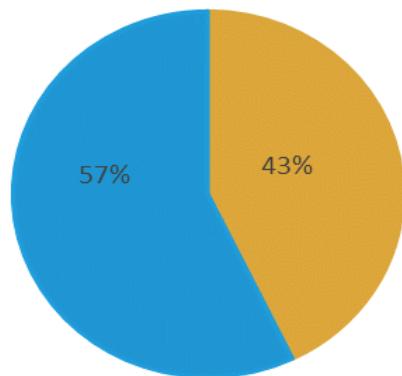
Implementation Modality

Number of Projects

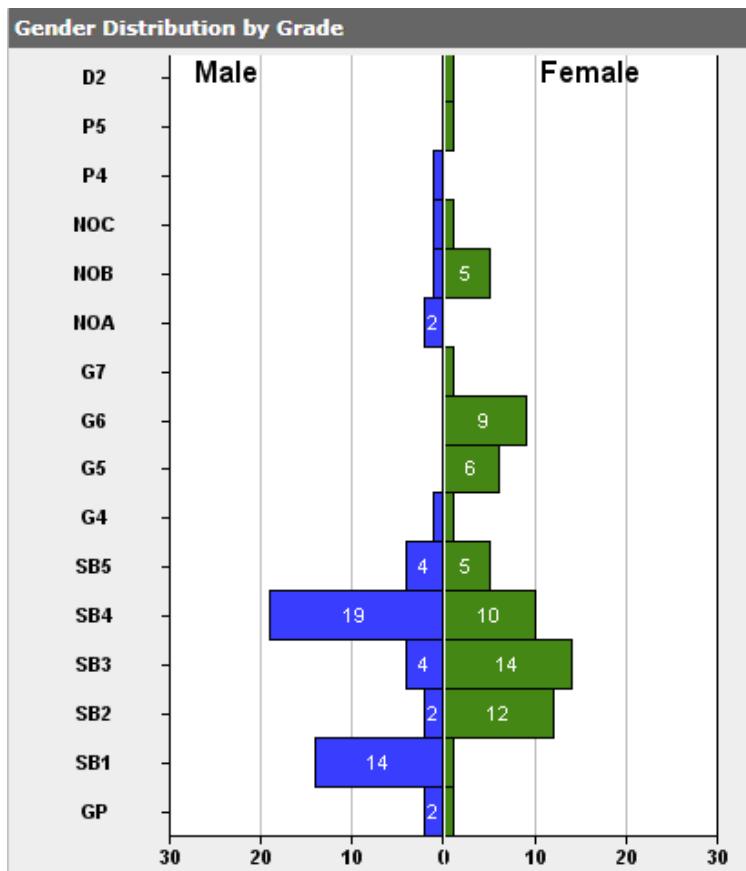


Gender Distribution

UNDP Country Office



■ Male ■ Female



Annex 4. List of projects for In-depth Review

Outcome 8: The Urban and Rural Development Councils system and the corresponding governmental institutions jointly develop policies and investments that foster protection, responsible use and conservation of natural resources and community resilience										
Project number	Project Title	Output number	Output description	Project Status	Start Year	End Year	Gender Marker	NIM/DIM/SNIM	2015-2017 Total Budget	2015-2017 Total Expenditure
00036408	Desarrollo Metropolitano Municipalidad de Guatemala	00039570	Desarrollo Metropolitano	Ongoing	2004	2020	GEN1	NIM	\$34,013,101.00	\$31,542,039.19
	Desarrollo Metropolitano Municipalidad de Guatemala	00046682	Desarrollo Metropolitano	Ongoing	2004	2017	GEN1	NIM	\$1,207,525.00	\$433,433.41
	Desarrollo Metropolitano Municipalidad de Guatemala	00046679	Prodeme-Medio Amb y Dese Sol	Ongoing	2004	2017	GEN0	NIM	\$2,103,499.99	\$1,469,954.04
00038379	Second National Communication Climate Change Guatemala	00042487	Segunda Comunicación Nacional	Financially closed	2005	2015	GEN0	NIM	\$71,580.49	\$71,580.49
00048683	Programa Desarrollo Local Huehue, Quiche	00058941	Planificación Participativa	Financially closed	2008	2015	GEN0	NIM	\$108,235.65	\$108,734.07
	Programa Desarrollo Local Huehue, Quiche	00060605	Apoyo a clusters productivos	Financially closed	2008	2015	GEN0	NIM	\$295,254.43	\$295,300.50
	Programa Desarrollo Local Huehue, Quiche	00060606	Fortalecimiento Institucional	Financially closed	2008	2015	GEN0	NIM	\$22,566.66	\$22,566.30
00059882	Políticas Municipales de Juventud	00075092	Políticas Municipales de Juventud	Ongoing	2010	2020	GEN2	NIM	\$8,115,850.48	\$7,494,594.61
00059950	Programa Conjunto de Reducción de Vulnerabilidades	00075210	Reducción de Vulnerabilidades	Financially closed	2010	2013	GEN2	DIM	\$11,494.00	\$46.08
	Programa Conjunto de Reducción de Vulnerabilidades	00091053	Habitat Familiar y Comunitario	Financially closed	2010	2014	GEN2	Others	\$1.00	-\$31.96
00060326	Climate change resilient productive landscapes	00075911	Paisajes productivos resilient	Ongoing	2015	2019	GEN1	NIM	\$3,879,886.18	\$3,877,701.52
00064681	Promoting ecotourism to strengthen Protected Area System	00081367	Ecotourism in protected areas	Ongoing	2012	2017	GEN2	NIM	\$918,670.43	\$918,399.63
00064929	Apoyo a la Conformacion del Ministerio de Desarrollo Social	00087210	Planteo Política Desarrollo Social	Financially closed	2013	2016	GEN2	NIM	\$20,791.88	\$15,431.83
00073935	Sustainable Forest Management Fullsize	00086515	Sustainable Forest Management	Ongoing	2013	2018	GEN2	DIM	\$3,263,671.99	\$3,072,720.91
00074272	Planificación Nacional sobre	00086751	Planificacion/	Operationally	2013	2016	GEN2	DIM	\$178,508.91	\$156,323.89

	Biodiversidad		biodiversidad	Closed						
00075133	Seguridad Humana	00087207	Inseguridad Alimentaria: PNUD	Ongoing	2013	2017	GEN1	DIM	\$281,953.71	\$278,229.09
	Seguridad Humana	00087208	Inseguridad Alimentaria: ONG	Ongoing	2013	2017	GEN1	NIM	\$449,701.50	\$726,248.89
00075274	Acceso a mercados MIPYMES	00087270	Iniciativas rurales apoyadas	Operationally Closed	2013	2016	GEN1	NIM	\$304,897.00	\$296,385.39
00075856	Biodiversity in Coastal and Marine Protected Areas (Marino Costero)	00087534	Marine-coastal biodiversity PA	Ongoing	2014	2019	GEN2	DIM	\$3,658,213.68	\$3,568,602.93
00080390	Programa Justicia Transicional y Desarrollo Rural Ixil	00090095	Desarrollo Rural Ixil	Ongoing	2015	2018	GEN0	DIM	\$1,277,958.00	\$1,210,303.21
00082625	Apoyo a la Institucionalización del MIDES	00091457	MIDES Fortalecido	Ongoing	2014	2018	GEN1	DIM	\$210,090.28	\$200,391.73
00082627	Desarrollo de capacidades para el diseño e implementación del proceso de recuperación post desastre en San Marcos por el terremoto del 7 de Julio 2014	00091458	Capacidades en recuperación	Financially closed	2014	2015	GEN1	DIM	\$42,215.00	\$42,224.40
00083962	Respuesta Nacional en VIH/Sida	00092183	Planes Municipales	Operationally Closed	2014	2016	GEN1	DIM	\$30,111.64	\$30,111.64
00084010	Efectividad del Desarrollo	00092218	Efectividad del Desarrollo	Ongoing	2014	2019	GEN1	DIM	\$799,730.83	\$755,605.92
00085074	Desarrollo rural integral en cinco municipios de la cuenca alta del río Cuijco en San Marcos	00092845	PC Des rural río Cuijco, Sn Ma	Ongoing	2015	2018	GEN0	DIM	\$1,488,350.90	\$1,314,808.02
00085086	Fortalecimiento institucional del sector agua potable y saneamiento del INFOM/UNEPAR	00092857	Unidades de APyS INFOM fortale	Ongoing	2015	2017	GEN1	DIM	\$699,509.26	\$353,391.15
00088339	Apoyo a la Implementación de Pacto Global	00095051	Fortalecida Gestión Red Local	Ongoing	2015	2018	GEN2	DIM	\$122,631.44	\$82,802.12
00095723	IP Gestión Ambiental integral Cuenca Río Motagua	00099774	IP Gestión Ambiental Integral	Ongoing	2016	2017	GEN2	DIM	\$150,000.00	\$149,856.52
00096053	IP Territorios Sostenibles y resilientes en paisajes	00100068	IP- Promoviendo Territorios So	Ongoing	2016	2017	GEN2	DIM	\$250,000.00	\$249,350.92
00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets	00085254	BIOFIN - GERMANY	Ongoing	2013	2018	GEN1	DIM	\$514,878.51	\$478,682.12
	4NR Support to GEF CBD Parties 2010 biodiversity	00093061	BIOFIN Germany 2	Ongoing	2014	2018	GEN1	DIM	\$92,070.37	\$74,207.30

	targets									
00075132	PEI Joint UNDP-UNEP Poverty-Environment Initiative-Phase II	00088353	PEI Guatemala	Ongoing	2013	2017	GEN1	DIM	\$623,854.94	\$597,860.73
00072738	Supporting developing countries to integrate the agricultural sectors into National Adaptation Plans (NAPs)	00103673	NAP Agriculture Guatemala	Ongoing	2016	2018	GEN1	DIM	\$160,272.00	\$9,894.00
00084677	Institucional. de procesos y herramientas de RRD en CA	00092572	Out 1. Inst. RRD Guatemala	Financially Closed	2014	2026	GEN1	DIM	\$390,966.11	\$394,919.06
Total Outcome 8									\$65,758,043.26	\$60,292,669.65
Outcome 9: Access to justice. Justice institutions increase the efficiency and effectiveness in case solving, within inclusion and equity levels										
Project number	Project Title	Output number	Output description	Project Status	Start Year	End Year	Gender Marker	NIM/DIM/SNI M	2015-2017 Total Budget	2015-2017 Total Expenditure
00048435	Comisión Internacional contra Impunidad CICIG	00058591	CICIG - Fondos Suiza	Ongoing	2007	2019	GEN2	NIM	\$235,882.59	\$115,422.88
	Comisión Internacional contra Impunidad CICIG	00059932	Contra la Impunidad - Noruega	Ongoing	2008	2019	GEN2	NIM	\$992,619.79	\$990,815.51
	Comisión Internacional contra Impunidad CICIG	00059935	Contra la Impunidad-España	Ongoing	2008	2019	GEN0	NIM	\$164,430.00	\$164,430.00
	Comisión Internacional contra Impunidad CICIG	00061028	Contra la Impunidad- Holanda	Ongoing	2008	2019	GEN0	NIM	\$649,952.00	\$649,952.00
	Comisión Internacional contra Impunidad CICIG	00062413	Contra la Impunidad - EEUU	Ongoing	2008	2019	GEN0	NIM	\$20,893,036.38	\$19,759,754.27
	Comisión Internacional contra Impunidad CICIG	00063833	Contra la Impunidad- Alemania	Ongoing	2008	2019	GEN0	NIM	\$1,795,679.65	\$1,748,391.59
	Comisión Internacional contra Impunidad CICIG	00063897	Contra la Impunidad- Italia	Ongoing	2008	2019	GEN0	NIM	\$173,022.24	\$109,691.72
	Comisión Internacional contra Impunidad CICIG	00063898	Contra la Impunidad- Europea	Ongoing	2008	2019	GEN0	NIM	\$7,367,668.42	\$7,337,996.89
	Comisión Internacional contra Impunidad CICIG	00063899	Contra la Impunidad- Canada	Ongoing	2008	2019	GEN0	NIM	\$4,125,173.65	\$3,757,925.93
	Comisión Internacional contra Impunidad CICIG	00069258	Contra la Impunidad- Suecia	Ongoing	2009	2019	GEN0	NIM	\$7,244,315.94	\$7,235,186.97
	Comisión Internacional contra Impunidad CICIG	00073900	CICIG - Guatemala	Ongoing	2009	2019	GEN0	NIM	\$3,534.85	\$164,032.85

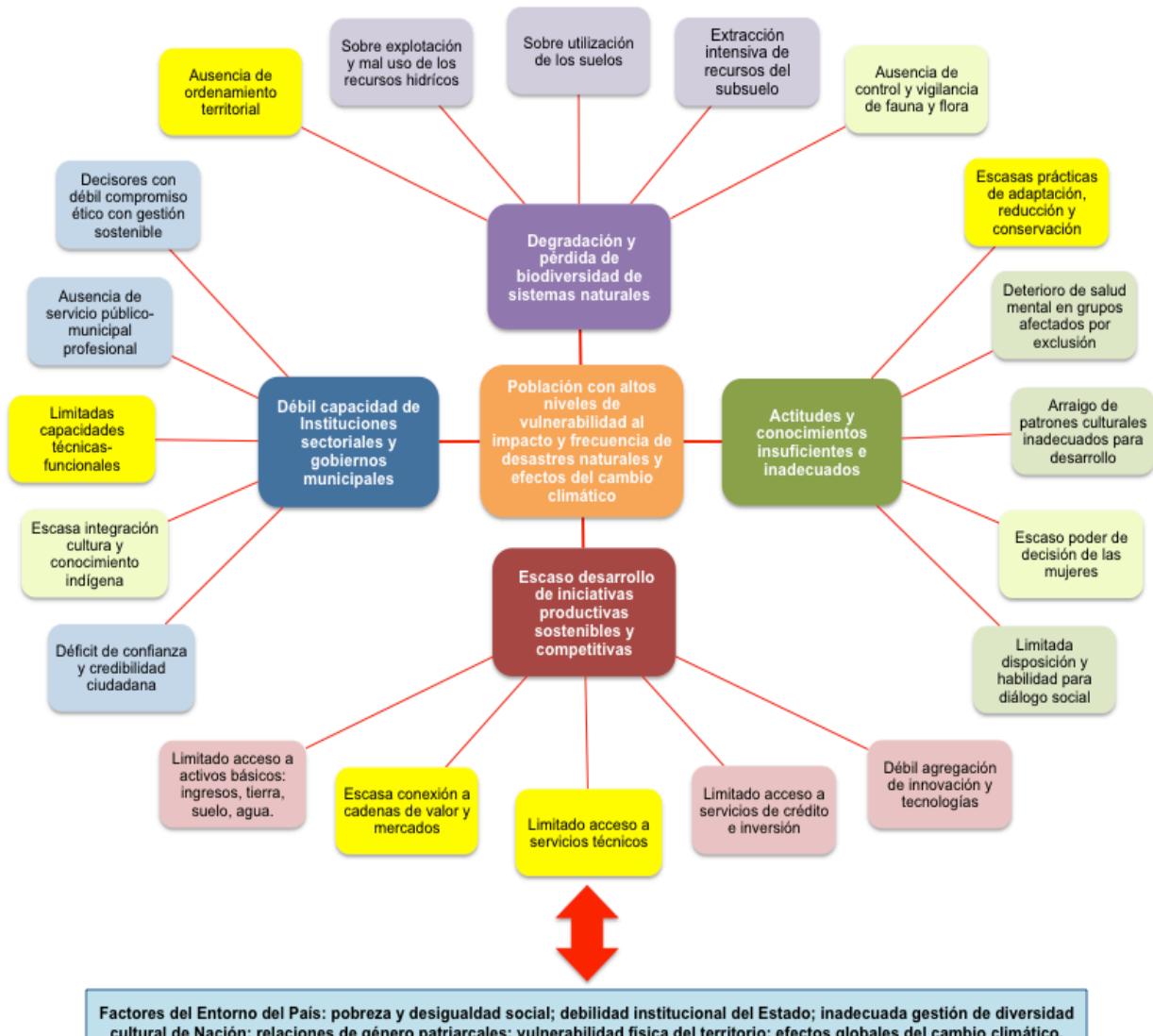
	Comisión Internacional contra Impunidad CICIG	00074794	Contra la Impunita Reino Unido	Ongoing	2010	2019	GEN0	NIM	\$334,035.59	\$328,877.97
00062387	Fight against impunity and the strengthening of peace	00079866	Security and justice portfolio	Operationally Closed	2011	2016	GEN3	DIM	\$540,723.30	\$458,737.91
00063235	Capacidades nacionales para la investigación criminal	00080478	Fort. investigación criminal	Financially Closed	2011	2015	GEN2	DIM	\$185,289.40	\$185,029.44
00072489	Fortalecimiento Ministerio Gobernación / componente PNUD	00085575	Plataforma información Ministe	Financially Closed	2013	2015	GEN1	DIM	\$481,095.00	\$463,343.72
	Fortalecimiento Ministerio Gobernación / componente PNUD	00085576	Observatorio nacional de crimi	Financially Closed	2013	2015	GEN1	DIM	\$701.00	\$0.00
00079454	1325mujeres sobrevivientes de violencia sexual	00089439	Investigación Casos CAI	Financially Closed	2014	2016	GEN3	DIM	\$121,903.58	\$120,755.10
00081129	Seguridad Ciudadana en Guatemala	00090561	Prevencion a nivel nacional	Operationally Closed	2015	2016	GEN1	DIM	\$84,436.61	\$33,947.48
	Seguridad Ciudadana en Guatemala	00090562	Encuesta Victimizacion	Operationally Closed	2015	2016	GEN1	DIM	\$13,390.00	\$0.00
	Seguridad Ciudadana en Guatemala	00090563	coordinacion e intercambio reg	Operationally Closed	2015	2016	GEN1	DIM	\$108,548.38	\$81,092.33
00083962	Respuesta Nacional en VIH/Sida	00094411	Colectivos Trans fortalecidos	Operationally Closed	2015	2016	GEN2	DIM	\$16,203.00	\$16,203.00
00084643	Proyecto IP-Justicia de transición	00092565	Arranque PAJUST II	Operationally Closed	2015	2015	GEN2	DIM	\$790,574.61	\$790,403.83
	Proyecto IP-Justicia de transición	00092824	Continuidad FAFG	Operationally Closed	2015	2015	GEN1	DIM	\$334,355.15	\$332,645.74
	Proyecto IP-Justicia de transición	00092825	Continuidad AHPN-AGCA	Operationally Closed	2015	2015	GEN1	DIM	\$992,167.26	\$981,917.54
00087727	PAJUST II - Difusión, educación y dialogo social en promoción de la memoria y la justicia de transicion	00094653	Difusión de memoria histórica	Ongoing	2015	2018	GEN2	NIM	\$480,219.23	\$467,290.19
00087775	Busqueda e identificacion de las victimas del enfrentamiento armado interno para el impulso de la justificacion de transicion	00094696	FAFG fortalecida esclarecimien	Ongoing	2015	2018	GEN2	NIM	\$4,288,417.38	\$4,070,754.54
00087776	Institucionalizacion del Archivo Historico de la Policia Nacional - AHPN - para el impulso a la Justicia de Transicion	00094698	AGCA Y AHPN Instit.y Sostenib.	Ongoing	2015	2018	GEN2	NIM	\$330,442.16	\$312,503.14
	Institucionalizacion del Archivo Historico de la Policia Nacional - AHPN -	00094699	AGCA-AHPN Procesamiento Archiv	Ongoing	2015	2018	GEN2	NIM	\$1,266,673.06	\$1,166,013.46

	para el impulso a la Justicia de Transicion								
	Institucionalizacion del Archivo Historico de la Policia Nacional - AHPN - para el impulso a la Justicia de Transicion	00094700	AGCA-AHPN Divulgacion	Ongoing	2015	2018	GEN2	NIM	\$388,492.10
00087881	Articulación y alianzas entre Estado y sociedad civil para el impulso de la justicia de transicion	00094774	Verdad	Ongoing	2015	2018	GEN2	DIM	\$461,754.73
	Articulación y alianzas entre Estado y sociedad civil para el impulso de la justicia de transicion	00094776	Justicia	Ongoing	2015	2018	GEN2	DIM	\$1,011,453.18
	Articulación y alianzas entre Estado y sociedad civil para el impulso de la justicia de transicion	00094777	Reparación	Ongoing	2015	2018	GEN2	DIM	\$626,014.37
	Articulación y alianzas entre Estado y sociedad civil para el impulso de la justicia de transicion	00094778	No repetición	Ongoing	2015	2018	GEN2	DIM	\$523,696.34
	Articulación y alianzas entre Estado y sociedad civil para el impulso de la justicia de transicion	00094779	Articulación	Ongoing	2015	2018	GEN2	DIM	\$1,278,725.08
00092762	Empoderamiento institucional y ciudadano para la lucha contra la impunidad: una oportunidad para la Paz y el Estado de Derecho en Guatemala	00097326	Investigacion- analis criminal	Ongoing	2016	2018	GEN2	DIM	\$400,751.09
	Empoderamiento institucional y ciudadano para la lucha contra la impunidad: una oportunidad para la Paz y el Estado de Derecho en Guatemala	00101319	Auditoria Social	Ongoing	2016	2018	GEN2	DIM	\$369,899.00
00094365	Empoderando a mujeres sobrevivientes de violencia sexual	00098475	Justicia restautativa	Ongoing	2016	2018	GEN3	DIM	\$188,883.39
00103707	Consolidación y Descentralización Persecución Penal Estratégica	00105603	Persecución Penal Estratégica	Ongoing	2017	2018	GEN2	DIM	\$298,530.00
									\$85,409.00

00104575	Secretariado PBf en Guatemala	00106071	Secretariado PBF	Ongoing	2017	2018	GEN2	DIM	\$534,103.92	\$165,246.86
00106785	Promoviendo la integralidad de la justicia de transición	00107362	Acceso a información	Ongoing	2017	2019	GEN1	DIM	\$31,500.00	\$31,486.51
	Promoviendo la integralidad de la justicia de transición	00107365	Fundación Antropológica	Ongoing	2017	2019	GEN1	DIM	\$34,812.66	\$29,949.97
	Promoviendo la integralidad de la justicia de transición	00107366	Cultura de Paz	Ongoing	2017	2019	GEN0	DIM	\$135,250.00	\$123,046.64
00048982	Bureau for Crisis Prevention and Recovery Conflict Team Workplan	00070003	Conflict Prevention	Ongoing	2009	2017	GEN1	DIM	\$520,223.00	\$225,850.40
00033363	Joint UNDP-DPA Programme on Conflict Prevention	00034603	UNDP-DPA: Conflict Prevention	Ongoing	2004	2016	GEN1	DIM	\$280,000.00	\$0.00
	Joint UNDP-DPA Programme on Conflict Prevention	00101205	Joint UNDP/DPA Prog Phase2	Ongoing	2016	2021	GEN2	DIM	\$67,347.14	\$28,363.90
00080822	CAM Evidence-Based Information Management CS	00090391	Institutional EBP Tools	Ongoing	2014	2017	GEN2	DIM	\$895,285.47	\$695,642.31
	CAM Evidence-Based Information Management CS	00090392	CSO Collaboration & Networking	Ongoing	2014	2017	GEN2	DIM	\$732,688.00	\$703,160.07
00085479	Prevención Violencia NNAJ	00093113	Prev Secund & Terciaria-GUA	Ongoing	2015	2018	GEN2	DIM	\$437,847.50	\$422,621.77
Total Outcome 9									\$63,231,747.19	\$58,919,079.61
Outcome 10: Indigenous people, mainly young and female, exercise active citizenship and effectively participate in development-related decision-making at the community, municipal, departmental and national levels										
Project number	Project Title	Output number	Output description	Project Status	Start Year	End Year	Gender Marker	NIM/DI M/SNI M	2015-2017 Total Budget	2015-2017 Total Expenditure
00056667	Programa Maya	00069494	Programa Maya	Financially Closed	2009	2016	GEN2	DIM	\$1.00	-\$1,082.96
00077831	Programa Maya Fase II	00088424	Participacion e Incidencia	Ongoing	2013	2018	GEN2	DIM	\$1,438,064.57	\$1,335,680.81
	Programa Maya Fase II	00088425	Instituciones del Estado	Ongoing	2013	2018	GEN2	DIM	\$678,401.20	\$686,090.25
	Programa Maya Fase II	00088426	Coordinación del PC	Ongoing	2013	2018	GEN2	DIM	\$675,301.71	\$623,045.22
00059720	Fortalecimiento y Modernización del Organismo Legislativo	00074832	Fortalecimiento y modernizació	Operationally Closed	2010	2017	GEN0	NIM	\$7,825.55	\$7,825.55
00069493	Ampliando Capacidades para el Desarrollo Humano	00087996	Ampliando Capacidades INDH	Ongoing	2013	2018	GEN1	DIM	\$1,326,700.79	\$1,293,278.86
00076337	Contención y reducción de la Conflictividad en Guatemala	00087785	Estrategia para conflictividad	Financially Closed	2013	2015	GEN1	DIM	\$9,100.00	\$9,100.00

00082548	Construyendo Gobernabilidad democrática y paz sostenible	00091419	Reforzadas cap analíticas	Ongoing	2014	2017	GEN1	DIM	\$493,125.01	\$592,539.66
00087076	Fortalecimiento a las acciones en favor de la comunidad LGBTI en Guatemala	00100264	Respeto y la dignidad	Ongoing	2016	2018	GEN1	NIM	\$152,536.96	\$35,341.76
	Fortalecimiento a las acciones en favor de la comunidad LGBTI en Guatemala	00100265	Interlocución de PDH con pobla	Ongoing	2016	2018	GEN1	NIM	\$60,727.61	\$13,376.99
	Fortalecimiento a las acciones en favor de la comunidad LGBTI en Guatemala	00094221	Estrategia Proteccion Derechos	Ongoing	2016	2018	GEN1	NIM	\$400,285.14	\$231,734.54
00090373	Asistencia Técnica Tribunal Electoral	00096173	Fortalecidas capacidades	Ongoing	2015	2017	GEN1	DIM	\$250,425.39	\$234,681.01
00100676	Transformando relaciones para la construcción de la paz	00103512	Conflictividad Social	Ongoing	2017	2018	GEN1	DIM	\$272,837.43	\$111,334.65
Total Outcome 10									\$5,765,332.36	\$5,172,946.34
Grand Total									\$134,755,122.81	\$124,384,695.60

Annex 5. Expanded problem tree for Outcome 8



Fuente: Elaboración propia, con datos recogidos por evaluación Programa País PNUD 2015-2019

Annex 6. People Consulted

Gobierno de Guatemala

Aceituno, Sucely, Responsable Centro de Información, Desarrollo y Estadística Judicial (CIDEJ)

Aguirre, Lupita, Concejala, Municipalidad de Chiquimulilla

Arana, Gustavo, Delegado, Coordinadora Nacional para Reducción de Desastres (CONRED)

Araujo, Maximiliano, Director, Patrimonio Natural y Cultural, Ministerio de Cultura y Deportes (MICUDE)

Arelas, Gustavo, Delegado Departamental, Coordinador Nacional para la Reducción de Desastres (CONRED)

Arrivillaga, Selvin, Alcalde Municipal, Gobierno Municipal Tejutla, San Marcos

Avalos, Oliver, Director Análisis de Cooperación para Guatemala, Secretaría de Planificación y Programación de la Presidencia (SEGEPLAN)

Ayastuy, Carolina, Consultora, Ministerio de Desarrollo Social (MIDES)

Bamáca, Asaí, Gobierno Municipal San Miguel Ixtahuacán, Coordinador de la Organización Mundial de Comercio (OMC)

Barrios, Karin, Coordinadora de Sección Estadísticas Socioculturales y Seguridad, Instituto Nacional de Estadísticas (INE)

Barrios, Otto René, Director Unidad de Gestión Ambiental Municipal (UGAM), Municipalidad de Jalapa

Barrios, Ricardo, Delegado Departamental, Ministerio de Ambiente y Recursos Naturales (MARN)

Blanco, Pablo, Jefe del Gabinete, Ministerio de Finanzas (Minfin)

Bravo, Patricia del Rosario, Asistente de la Dirección de Servicios Públicos, Gobierno Municipal San Miguel Ixtahuacán

Caba, Pedro, Alcalde Municipal, Municipalidad de San Gaspar Chajul

Camal, Edwin, Técnico de Ordenamiento Territorial, Secretaría de Planificación y Programación de la Presidencia (SEGEPLAN)

Castro, Sergio, Contabilidad, Gobierno Municipal Tejutla, San Marcos

Cerna, Nery Raúl, Ex promotor, Programa Conjunto Seguridad Humana, San Luis Jilotepeque, Jalapa

Chacón, Rigoberto, Proyectos de Tecnología, Ministerio de Gobernación (MINGOB)

Chilín, Lesly, Asesora de Cooperación, Ministerio de Desarrollo Social (MIDES)

Chilín, Marlón, Técnico, Consejo Nacional de Áreas Protegidas, Chiquimulilla (CONAP)

Cifuentes, Gustavo Adolfo, Juez Municipal, Gobierno Municipal Tejutla, San Marcos

Cifuentes, Manuel, Técnico de DIPESCA, Ministerio de Agricultura, Ganadería y Alimentación (MAGA)

Cito, Adelino, Gobierno Municipal San Miguel Ixtahuacán

Coj de Salazar, Nora, Jefe Proyectos Internacionales, Procuraduría de Derechos Humanos (PDH)

Colindres, Teresa, Directora Dirección de Análisis Criminal, Ministerio Público (MP)

Coronado, Fernando, Viceministro, Ministerio de Ambiente y Recursos Naturales (MARN)

Cruz, Baltazar, Alcalde Municipal, Municipalidad de San Juan Cotzal

Cuéllar, Osvelia, Encargada de Planificación y Monitoreo, Secretaría de Planificación y Programación de la Presidencia, Jalapa (SEGEPLAN)

Cumatz, Marlyn, Miembro del Equipo, Secretaría de Pueblos Indígenas, Ministerio Público (MP)

David, Julio, Coordinador de la Oficinas Municipales de Agua y Saneamiento (OMAS)

De la Rosa, José, Técnico Ministerio de Ambiente y Recursos Naturales, Chiquimulilla (MARN)

De León Jacinto, Miguel, Representante Regional, Comisión Presidencial de Diálogo (CPD)

De León, José Andrés, Delegado Departamental El Quiché, Ministerio de Agricultura, Ganadería y Alimentación (MAGA)

Del Águila, Denis, Tacaná, San Marcos, Plan de Desarrollo Municipal

Díaz, Juan Carlos, Director de Cooperación Internacional, Ministerio de Ambiente y Recursos Naturales (MARN)

Díaz, Juan Carlos, Jefe de Cooperación, Ministerio de Medio Ambiente y Recursos Naturales (MARN)

Dionisio Pérez, Urbano, Secretario, Municipalidad de Comitancillo

Escobar, Gilben, Coordinador Departamental, Ministerio de Agricultura, Ganadería y Alimentación, San Marcos (MAGA)

Estrada, Etelina, Delegada, Secretaría Presidencial de la Mujer (SEPREM)

Fabián, Gustavo, Delegado, Ministerio de Ambiente y Recursos Naturales, Suroriente (MARN)

Fernández, Otto, Coordinador de Proyectos, Ministerio de Ambiente y Recursos Naturales (MARN)

Flores, Hugo, Director Regional Oriente, Instituto Nacional de Bosques (INAB)

Flores, Sergio, Comisionado y Director Ejecutivo, Comisión Presidencial de Diálogo (CPD)

Galio, Alessandra, Concejal III, Municipalidad de Guatemala

García Marroquín, Demetrio, Municipalidad de Chiquimulilla, Unidad de Gestión Ambiental Municipal (UGAM)

García, Álvaro, Educador, Gobierno Municipal, Comitancillo, San Marcos

Girón, Susana, Directora de Preparación, Coordinadora Nacional para Reducción de Desastres (CONRED)

Gómez, Jesús, Asesor en Diálogo y Atención de Conflictos, Comisión Presidencial de Diálogo (CPD)

Gómez, Nairobi, Técnica en Cooperación, Ministerio Público (MP)

Gregorio, Mario, Técnico Municipal, Municipalidad de San Luis Jilotepeque, Jalapa

Guzmán, Ricardo, Ex Viceministro de Gobernación

Hernández, Héctor, Subjefe de Jefatura de Planificación, Policía Nacional Civil (PNC)

Herrarte Carrera, Obdulio, Alcalde Municipal, Chiquimulilla, Santa Rosa

Herrarte, Manuel, Municipalidad de Chiquimulilla, Santa Rosa, Asistente Dirección Municipal de Planificación (DPM)

Laínez Nolasco, Dina Sofía, Municipalidad Concepción Tutuapa, San Marcos, Dirección Municipal de la Mujer (DMM)

Lainez, Catarina, Representante del Alcalde, Municipalidad de Santa María Nebaj

Laparra, Fredy, Técnico, Ministerio de Agricultura, Ganadería y Alimentación, San Marcos (MAGA)

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Annex 8. Summary of CPD indicators and status as reported by country office

Resultado 8: The Urban and Rural Development Councils system and the corresponding governmental institutions jointly develop policies and investments that foster protection, responsible use and conservation of natural resources and community resilience					
Indicator ³²	Baseline	Target	Status/Progress		
			2015	2016	2017
Number of municipal development plans that incorporate protection, responsible use and conservation of natural resources.	2014: 0 (Source and Responsibilities: Ministry of Environment and Natural Resources (MARN), Office of Planning and Programming (SEGEPLAN), and units, plans and reports of municipal management units)	25 municipal development plans that incorporate protection, responsible use and conservation of natural resources budgeted and being implemented (2019)	Type: Quantitative Data: 15	Type: Quantitative Data: 37 Comment: 10 municipalities of the South East have municipal development plans that integrate concrete actions related to the protection, use of biodiversity. 15 South East municipalities have municipal development plans that integrate sustainable forest management, land management and integrated watershed management. 12 municipalities in the Nahualate river basin have updated municipal development plans that integrate adaptation measures to the CC to foster resilience and minimize vulnerability.	Type: Quantitative Data: 58 Comment: 9 Municipal Development Plans and Territorial Planning of equal number of municipalities of the Pacific Coast and 12 municipalities of the Nahualate River Basin. (These 12 plans include the Territorial Ordinance section, which was not included in 2016).
			Significant progress	Target reached or surpassed	Target reached or surpassed

³² "Indicators," "Baseline," "Target," and "Status/Progress" info were extracted from the Cooperate Planning System.

No. of municipal development plans that include economic opportunities initiatives.	2014: 0 (Source and Responsibilities: National Association of Municipalities, Office of Planning and Programming - SEGEPLAN)	25 municipal development plans that include economic opportunities initiatives budgeted and being implemented (2019)	Type: Quantitative Data: 0 Comment: No progress in having municipal development plans with economic opportunity initiatives.	Type: Quantitative Data: 12 Comment: 12 municipalities of the Upper Basin of the Nahualate River have an institutional strategic plan (PEI), a multi-year operating plan (POM), and an annual operational plan (POA) with a budget to invest in actions related to economic opportunities, focused on adaptive measures to climate change.	Type: Quantitative Data: 29 Comment: The 9 additional municipal plans, corresponding to the South East. These plans include the socio-economic axis where the potential of the territory is identified. In addition, 8 Municipal Development Plans (PDM-OT) were updated, including economic initiatives. 3 municipalities of the department of Quiché and 5 of San Marcos.
			No change	Significant progress	Target reached or surpassed
Education of the working-age population in rural areas: percentage of the rural working-age population between 15 and 30 years old with at least nine years of scholarship.	2015: Indigenous men: 14.7% Indigenous women: 13.0% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)	Indigenous men: 19.7% Indigenous women: 18.0% (2019)	Type: Quantitative Data: 22.8 Comment: The baseline corresponds to 2011 (ENCOVI) Indigenous men: 22.8% Indigenous women: 19.65%	Type: Quantitative Data: 22.8 Comment: The baseline corresponds to 2011 (ENCOVI) Indigenous men: 22.8% Indigenous women: 19.65%	Type: Quantitative Data: 22.8 Comment: The baseline corresponds to 2011 (ENCOVI) Indigenous men: 22.8% Indigenous women: 19.65%
			Some progress	No change	No change
Education of the working-age population in rural areas: percentage of the rural working-age population between the ages of 15 and 30 years old with at least nine years of	2014: Non-indigenous men: 22.8% Non-indigenous women: 35.5% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)	Non-indigenous men: 27.8% Non-indigenous women: 42.5% (2019)	Type: Quantitative Data: 29.8 Comment: The baseline corresponds to 2011 (ENCOVI) Non-indigenous men: 29.8% Non-indigenous women: 46%	Type: Quantitative Data: 29.8 Comment: The baseline corresponds to 2011 (ENCOVI) Non-indigenous men: 29.8% Non-indigenous women: 46%	Type: Quantitative Data: 29.8 Comment: The baseline corresponds to 2011 (ENCOVI) Non-indigenous men: 29.8% Non-indigenous women: 46%
				This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking foward to the 2018 CENSUS.	This information corresponds to 2014 ENCOVI. There has not been other measurement since that

scholarship.				date. Looking forward to the 2017 CENSUS	date. Looking forward to the 2018 CENSUS
			Some progress	No change	No change
Percentage of the socially unprotected population working in the rural areas older than 15 years	2014: Indigenous men: 81.9% Indigenous women: 82.5% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)	Indigenous men: 76.9% Indigenous women: 77.5% (2019)	Type: Quantitative Data: 76.4 Comment: The baseline corresponds to 2011 (ENCOVI) Indigenous men: 76.4% Indigenous women: 78.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2017 CENSUS	Type: Quantitative Data: 76.4 Comment: La línea de base corresponde al 2011. (ENCOVI) Indigenous men: 76.4% Indigenous women: 78.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2018 CENSUS	Type: Quantitative Data: 76.4 Comment: La línea de base corresponde al 2011. (ENCOVI) Indigenous men: 76.4% Indigenous women: 78.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2018 CENSUS
			Significant progress	No change	No change
Percentage of the socially unprotected population working in the rural areas older than 15 years	2014: Non-indigenous men: 63.2% Non-indigenous women: 56.0% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)	Non-indigenous men: 58.2% Non-indigenous women: 51.0% (2019)	Type: Quantitative Data: 61.7 Comment: The baseline corresponds to 2011 Non-indigenous men: 61.7% Non-indigenous women: 56.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2017 CENSUS	Type: Quantitative Data: 61.7 Comment: The baseline corresponds to 2011 Non-indigenous men: 61.7% Non-indigenous women: 56.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2018 CENSUS	Type: Quantitative Data: 61.7 Comment: The baseline corresponds to 2011 Non-indigenous men: 61.7% Non-indigenous women: 56.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2018 CENSUS
			Significant progress	No change	No change

<p>Percentage of the formally employed population in rural areas (older than 15 years) whose income does not meet the basic food basket.</p>	<p>2014: Indigenous men: 87.1% Indigenous women: 93.1% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)</p>	<p>Indigenous men: 77.1% Indigenous women: 83.5% (2019)</p>	<p>Type: Quantitative Data: 80 Comment: Baseline corresponds to 2011. Indigenous men: 80% Indigenous women: 72%</p> <p>This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. We are looking forward to the 2017 CENSUS</p>	<p>Type: Quantitative Data: 80 Comment: Baseline corresponds to 2011. Indigenous men: 80% Indigenous women: 72%</p> <p>This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. We are looking forward to the 2018 CENSUS</p>	
<p>Percentage of at-risk groups with access to STI and HIV prevention services.</p>	<p>2015: Men who have sex with men: 32% Transgender women: 71% Female sex workers: 61% (Source and Responsibilities: Central American Survey on Sexual Behavior Surveillance and Prevalence of HIV and STIs in vulnerable populations and key populations: Guatemala chapter)</p>	<p>Men who have sex with men: 75% Transgender women: 90% Female sex workers: 75% (2019)</p>	<p>Type: Quantitative Data: 42.8 Comment: Men who have sex with men: 42.8% Transgender women: 80% Female sex workers: 72.3%</p> <p>Some progress</p>	<p>Type: Quantitative Data: 42.8 Comment: Men who have sex with men: 42.8% Transgender women: 80% Female sex workers: 72.3%</p> <p>No change</p>	<p>Type: Quantitative Data: 42.8 Comment: There has not been other Central American Survey on Sexual Behavior Surveillance and Prevalence of HIV and STIs in vulnerable populations and key populations. The last one was held in 2015.</p> <p>No change</p>

Number of municipalities that meet the criteria of "resilient municipalities"	2014: 5 (Source and Responsibilities: Executive Secretariat of the National Coordinator for Disaster Reduction)	25 (2019)	Type: Quantitative Data: 5		Type: Quantitative Data: 5 Comment: There are advances in 8 municipalities incorporated into the capacity development process for resilient municipalities.
			No change		No change
Percentage of the employed rural population (older than 15 years) whose income is lower than the value of the basic food basket.	2014: Non-indigenous men: 78.2% Non-indigenous women: 83.5% (Source and Responsibilities: NHDR, UNDP, ENCOVI, 2011)	Non-indigenous men: 68.2% Non-indigenous women: 73.5% (2019)	Type: Quantitative Data: 78.6 Comment: Baseline corresponds to 2011 Non-indigenous men: 78.6% [some progress] Non-indigenous women: 75.2% [regression]	Type: Quantitative Data: 78.6 Comment: Baseline corresponds to 2011 Non-indigenous men: 78.6% Non-indigenous women: 75.2% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2017 CENSUS	Type: Quantitative Data: 78.6 Comment: Baseline corresponds to 2011 Non-indigenous men: 61.7% Non-indigenous women: 56.6% This information corresponds to 2014 ENCOVI. There has not been other measurement since that date. Looking forward to the 2018 CENSUS
			Some progress	No change	No change

Resultado 9: Access to justice. Justice institutions increase the efficiency and effectiveness in case solving, within inclusion and equity levels.

Homicide rate per 100,000 inhabitants	2013: 34 (Source and Responsibilites: National Civilian Police)	30 (2019)	Type: Quantitative Data: 33	Type: Quantitative Data: 29.5 Comment: Guatemala continues its downward trend in crime indicators including the annual homicide rate. In 2015, the year ended with 29.5 homicides per 100,000 inhabitants and a reduction of two points is expected for 2016, although there is an unfavorable trend related to the percentage of violent deaths of women compared to the overall number of homicides in the country. Therefore, it remains a challenge for comprehensive and targeted polices to respond to violence against women.	Type: Quantitative Data: 27.3 Comment: This information corresponds to the end of 2016. The 2017 data is not yet available as of the date of this report. There has been progress. Source: National Civil Police.
			Some progress	Significant progress	Significant progress
Number of violent deaths of women	2015: 636 (Source and Responsibilites: National Civilian Police)	550 (2019)	Type: Quantitative Data: 604	Type: Quantitative Data: 601	Type: Quantitative Data: 573 Comment: Data corresponds to 2016. Source: National Civil Police. Data for 2017 is pending
			Regression	Significant progress	Some progress
Rate of perceived insecurity in Guatemala.	2015: 38.2%	35% (2019)	Type: Quantitative Data: 44.6 Comment: Baseline corresponds to 2012	Type: Quantitative Data: 44.6 Comment: LAPOP has a biannual measurement, so there is no data from 2015 until the publication of the 2016 report. The entry in the baseline corresponds to 2012	Type: Quantitative Data: 35 Comment: This data was taken from the Latinobarómetro 2017 report that reviews the perception of security. "Police surveillance and security perception" (page 34 of the full report)

			Regression	No change	Some progress
Impunity rate for life-threatening crimes.	2013: 93% (Source and Responsibilites: SICOMP and CIDEJ. PNC reports)	90% (2019)	Type: Quantitative Data: 89	Type: Quantitative Data: 87 Comment: The figure of 87 corresponds to 2015. The figure of 89 corresponds to 2014.	Type: Quantitative Data: 83
			Some progress	Some progress	Some progress
Impunity rates for crimes against women.	2013: 98% (Source and Responsibilites: SICOMP, CIDEJ y PNC)	95% (2019)	Type: Quantitative Data: 97	Type: Quantitative Data: 97 Comment: There is no more up-to-date measurement.	Type: Quantitative Data: 86
			Some progress	No change	Significant progress
Criminal investigation effectiveness rate for life-threatening crimes (Metropolitan Area)	2014: 30% (Source and Responsibilites: SICOMP)	40% (2019)	Type: Quantitative Data: 33	Type: Quantitative Data: 35	Type: Quantitative Data: 34
			Some progress	Some progress	Some progress
Number of convictions in violence against women cases.	2015: 459 (Source and Responsibilites: Reports from the monitoring unit of specialized femicide justice (judiciary))	1000 (2019)	Type: Quantitative Data: 1621	Type: Quantitative Data: 1800 Comment: Report of the Justice Monitoring Unit Specialized in Femicide and other forms of violence against women.	Type: Quantitative Data: 2668 Comment: During 2016, according to INE's report, D22-2008 sentences, which establishes the Law on femicide and other forms of violence against women, increased in the country.
			Target reached or surpassed	Some progress	Significant progress

Number of convictions in cases of gross human rights violation committed during the IAC, according to international human rights standards.	2015: 10 (Source and Responsibilities: OJ, MP Reports from civil society organizations (private plaintiffs) PAJUST reports Joint analysis to be developed by OJ and PAJUST)	18 (2019)	Type: Quantitative Data: 20 Comment: Accompaniment Program to Transitional Justice in Guatemala.	Type: Quantitative Data: 12 Comment: From the baseline, two more are added, one by Sepur Zarco and the other by the Spanish Embassy. # 20 is a mistake. Only these two sentences.
			Some progress	Some progress
Number of convictions in cases of sexual violence against women committed during the IAC, according to international human rights standards.	2015: 0 (Source and Responsibilities: OJ, MP Reports from civil society organizations (private plaintiffs) PAJUST reports Joint analysis to be developed by OJ and PAJUST)	3 (2019)	Type: Quantitative Data: 1 Comment: Case of Sepur Zarco. The first sentence in the world, issued by a national court, which condemns violence and sexual exploitation as a war crime.	Type: Quantitative Data: 1 Comment: Only a conviction in cases of sexual violence against women committed during the IAC. The Sepur Zarco Case.
			Significant progress	No change
No. of deceased and/or missing persons during the internal armed conflict identified and whose remains have been returned.	2015: 1975 (Source and Responsibilities: Reports from PAJUST, reports from the Forensic Anthropology Foundation of Guatemala, reports from civil society organizations - juridical-psychosocial)	2875 (2019)	Type: Quantitative Data: 2000 Comment: Foundation of Forensic Anthropology	Type: Quantitative Data: 2100 Comment: Derived from the UNDAF review during 2017. This indicator has been modified. It was divided: a) # of victims of the internal armed conflict whose remains have been identified by 2017 b) # of victims of the internal armed conflict whose remains have been buried by 2017
			Significant progress	Some progress

Resultado 10: Indigenous people, mainly young and female, exercise active citizenship and effectively participate in development-related decision-making at the community, municipal, departmental and national levels.					
Percentage of participation and representation of women and indigenous peoples in elected and appointed public positions.	2011: 11.3% of members of Congress are women (18 out of 158) 1.89% of members of Congress are indigenous women (3 out of 158) 2% of Mayors are women (7 out of 334 municipalities) 0.3% of Mayors are indigenous women 8.5% of positions at local government level held by women (314 out of 3,770) 8.23% of members of Congress are indigenous women (13 out of 158)	(2019)	Type: Quantitative Data: 10 Comment: 10% of the members of Congress are women (16 of 158) 4% of the mayors are women (13 of 338 municipalities)	Type: Quantitative Data: 10 Comment: 10% of the members of Congress are women (16 of 158) 4% of the mayors are women (13 of 338 municipalities) This information is derived from the Elections Process of authorities of the Congress of the Republic of the Presidency and of Mayorships celebrated in 2015. There will be elections until 2019. These data reported correspond to 2015.	Type: Quantitative Data: 10 Comment: 10% of the members of Congress are women (16 de 158) 4% of the mayors are women (13 of 338 municipalities) This information is derived from the Elections Process of authorities of the Congress of the Republic of the Presidency and of Mayorships celebrated in 2015. There will be elections until 2019. These data reported correspond to 2015.
	(Source and Responsibilites: Supreme Electoral Court)		Regression	No change	No change
Percentage of indigenous organizations and communities, in prioritized municipalities, that are aware of and exercise their rights, particularly the right to participate in decision-making activities and public policies of their	2014: To be established in 37 of the prioritized municipalities, in 7 areas ('mancomunidades'), for the national rural development policy. (Source and Responsibilites: Reports of indigenous organizations and of the President	40 (2019)	Type: Quantitative Data: 70 Comment: Indigenous leadership training processes include 1,245 participants from 70 indigenous organizations from 10 departments and 41 municipalities.	Type: Quantitative Data: 73 Comment: There are 70 Indigenous Peoples organizations that participate in the training process, implemented through the Maya Program. In addition, 3 indigenous communities from the Ixil Region, (81 people from these communities) to strengthen their leadership capacities in mediation, negotiation and dialogue and conflict analysis. It included a	Type: Quantitative Data: 73 Comment: The training program of the Maya Program ended in 70 Indigenous Peoples' organizations, and 915 leadership were formed. The three indigenous communities of the Ixil Region (81 people from these communities) are kept. They strengthened their leadership in mediation, negotiation and dialogue and conflict analysis. It

concern.	of the Republic. Cabinet secretariat, Integral Rural Development Mayan programme)			module on the rights of indigenous people and a gender approach.	included a module on the rights of indigenous people and a gender approach.
			Significant progress	Significant progress	No change

Source: UNDP Corporate Planning System