



AMPB
ALIANZA
MESAMERICANA DE
PUEBLOS Y BOSQUES



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA



Rainforest Foundation US

FINAL EVALUATION

B'ATZ REGIONAL AND LOCAL INSTITUTIONAL STRENGTHENING PROJECT

FINAL REPORT

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ACRONYMS AND ABBREVIATIONS

ACOFOP - Association of Forestry Communities of the Petén

AMPB - Mesoamerican Alliance of Peoples and Forests

CLUA - The Climate and Land Use Alliance
(Climate and Land Use Alliance)

CMLT - Coordinadora de Mujeres Líderes Territoriales de Mesoamérica (Mesoamerican Coordinating Committee of Women Territorial Leaders)

COP - Chief of Party

MLE - Mesoamerican School of Leadership

FEPROAH - Federation of Agroforestry Producers of Honduras

FTM - Mesoamerican Territorial Fund

(A)MECLA - (Accompaniment), Monitoring, Evaluation, Collaboration, Learning, and Adaptation

YM - Youth Movement (grassroots leadership unit of AMPB)

PCGDR - Community Integrated Risk Management Plan

PEI - Institutional Strategic Plan

PPII and CCLL - Indigenous Peoples and Local Communities

PRGCC - Regional Gender and Climate Change Plan

REDMOCAF - Mexican Network of Peasant Forestry Organizations

RFUS - Rainforest Foundation US

USAID - Agency of the United States of America for International Development

UTZ'CHE - Asociación de Forestería Comunitaria de Guatemala Utz Che'



EXECUTIVE OVERVIEW

The B'atz Project "Institutional Strengthening: Regional and Local" is a project funded by the United States Agency for International Development (USAID), which aims to create an enabling environment for the organizational development of the Mesoamerican Alliance of Peoples and Forests (AMPB). It was carried out between 2021 and 2024, in strategic alliance with the non-governmental organization Rainforest Foundation-US (RFUS).

Between August and October 2024, a final internal evaluation of the B'atz Project was conducted, facilitated by Christopher Jarrett, Monitoring and Evaluation Specialist for Rainforest Foundation US.

EVALUATION OBJECTIVES

Overall evaluation objective: To analyze the project's performance and the results that the project has achieved during its execution and to document lessons learned in the course of its implementation, in relation to the project's three specific objectives.

Specific objectives of the evaluation:

- Identify project achievements and challenges that contribute to the continuous improvement of AMPB, CMLT, FTM and EML activities.
- Generate reflections in the project team, based on the lessons learned.
- Contribute to AMPB's performance improvement process.

EVALUATION QUESTIONS

1. To what extent has the project strengthened the semi-autonomous bodies of AMPB? In what ways? What have been the limitations of the project in relation to this goal?
2. To what extent do the project's disaster risk reduction (DRR) address the key needs and priorities of the population and local governments?
3. Did project management, implementation, monitoring and reporting facilitate the delivery of results as planned?
4. To what extent have the activities financed by the project contributed to the
- What have been the contributing factors and the constraints?
5. What have been the most effective activities and why?
6. What have been the most effective activities? What are the components of the project that could be improved or modified for future projects to increase their effectiveness?
7. What have been the lessons learned through the project? What has been MECLA's role in adaptive management?

METHODOLOGY

A mainly qualitative methodology was used, including documentary review, interviews and focus groups. Twenty-one interviews and three focus groups were conducted. For a list of participants in these activities, see [Annex 1](#). The evaluation facilitator also participated in the International and Intercultural Forum held in Zacatlan, Mexico, in August 2024.



FINDINGS

Achievements

- 1) The institutional framework of the AMPB has been strengthened, through
 - the development of its first Institutional Strategic Plan (PEI),
 - the development of regulations and internal controls,
 - improvements in external communication,
 - capacity building in Monitoring, Evaluation, Collaboration, Learning and Adaptation (MECLA) and
 - progress towards obtaining legal status
- 2) AMPB's internal governance has been strengthened, through
 - the formation of a formal Board of Directors,
 - consolidation of the Technical Secretariat,
 - the clarification of the roles of the technical units and the
 - improvements in internal communication
- 3) A new relationship has been built between AMPB and USAID, through a pilot co-creation process, and the strategic alliance between AMPB and RFUS has been consolidated at the Mesoamerican level, leveraging more than \$2,000,000, exceeding the co-investment goal.
- 4) AMPB's links with its grassroots have deepened and the Alliance's advocacy work at the local level has increased.
- 5) The Coordinating Committee of Territorial Women Leaders of Mesoamerica (CMLT) has been strengthened and the agenda of the region's women has been consolidated through
 - the preparation of its first Regional Gender and Climate Change Plan (PRGCC),
 - the realization of two summits of Mesoamerican women leaders and
 - the generation of economic resources (\$43,500 in direct investments and more than \$500,000 in projects presented with project support) for Mesoamerican women's initiatives.
- 6) The Mesoamerican Territorial Fund (FTM) has been consolidated, through
 - the hiring of new personnel,
 - the establishment of a board of directors and procedures for the evaluation of proposals
 - the development of internal manuals,
 - the development of an AMECLA system,
 - the visibility of the FTM and the cultivation of strategic alliances and
 - the implementation of a first round of calls for proposals, providing more than \$800,000 in funding for 22 field projects.

7) The Mesoamerican School of Leadership (EML) has been strengthened through the development of a modular program on Disaster Risk Management (DRM), which has

- expanded its regional and thematic scope, with the inclusion of other AMPB member organizations and the facilitation of RDG training methodologies and tools.
- generated methodological innovations such as the inclusion of children in the training process and the participatory elaboration of risk maps,
- built up a network of young facilitators and co-facilitators
- deepened the link between training and political advocacy actions.

Internal

Challenges

- 1) Lack of legal status and physical office and of resources to follow up on the attainment of legal status and the physical installation of the office in Panama.
- 2) Rotation of the Chief of Party of the project and delays in identifying an appropriate leader for the development of the Disaster Risk Management program.
- 3) Rigidity and lack of technical support from USAID, despite being a pilot project.
- 4) Personal barriers to the participation of local co-facilitators
- 5) Conflicts between some local communities
- 6) Resistance to change on the part of some local leaders involved in MLE activities.

External

- 1) Changing and unfavorable political conditions
- 2) Citizen insecurity
- 3) Precarious socioeconomic conditions and inadequate infrastructure in local communities to carry out some activities of the MLE training process.
- 4) Unfavorable and unpredictable weather conditions

LESSONS LEARNED

1) There is a need for greater communication, coordination, articulation and joint planning within AMPB and between AMPB and its strategic allies.

2) Expectations need to be better managed and not over-promise results of actions outside the control of the project in the proposals.

3) It is imperative to guarantee the necessary enabling conditions before carrying out activities at the local level virtually and it is necessary to devote more resources and attention to improving connectivity in territories of the region.

4) The budget was not sufficient for the scope of the project, especially for the components related to field work.

5) There are potential benefits in developing complementary projects simultaneously on related topics, which offers opportunities to leverage resources and improve the continuity of processes. However, this also presents risks, such as the possible duplication of efforts, discontinuity of processes, and the potential for duplication of efforts.

The use of resources and the lack of focus on priority objectives could compromise efficiency and the expected results.

6) Capacity building is a long-term process and requires sustained investment.

7) The inclusion of youth and children in the training processes facilitates the participation of women and the continuity of community leadership.

8) It is essential to have work protocols that allow us to be prepared for risk situations related to citizen insecurity, climate disasters, among others.

9) The articulation with local governments from the beginning of MLE training processes is key to increase the School's effectiveness in local advocacy. Collaboration with researchers and academia in general can facilitate this articulation and generate useful knowledge for decision-making.

RECOMMENDATIONS

For AMPB

1) Encourage better communication and internal coordination and clarify roles and functions within the AMPB and its units.

2) To recover the spaces for interaction of the leadership of the AMPB with its grassroots organizations and with the reality in the territories.

3) Seek opportunities more full-time staff.

4) Take ownership of and fully implement the Institutional Strategic Plan.

5) Encourage the development of technical (MLE, FTM) and leadership (ST, CMLT, MJ) units, investing in their priorities and taking advantage of their strategic advantages.

6) Build and validate a positioning in the units and national organizations of the Alliance on how to further increase the inclusion of women and youth in collective governance. Inclusion must be deliberate, intentional and planned, as it is not just a circumstantial issue.

7) Discuss further the criteria and process for incorporating new members.

The Alliance members and for support from the technical base units to organizations outside the . Consider the possibility of creating a relationship mechanism with other local organizations, even without membership.

8) Invest more in the area of external communications, hiring a communicator for each WBPA unit, increasing the budget for external communications and investing more in the training of local communicators.

9) Strengthen the capacity to collect and systematize evidence and identify lessons learned, with a unified ME-CLA system and a MECLA team to lead the work, balancing the technical and political aspects of the system to ensure its usefulness and sustainability.

10) Jointly design project proposals with national organizations and take them into account during the project cycle once it has begun.

For USAID

1) Deepen the co-creation process, recognizing the unequal conditions among the parties and facilitating better knowledge among the parties and clearer communication on standards, procedures and expectations. Improve internal coordination to increase the coherence of messages from the different offices.

2) Be more flexible and less demanding, simplifying requirements and procedures, and provide greater field support for non-traditional partners.

3) Make more direct investments in Indigenous Peoples' organizations and Co-

The goal is to expand the geographic scope of support in the region, taking advantage of collaboration with non-traditional partners to ensure that investments reach closer to the territories.

For RFUS

1) Ensure that there are people with exclusive dedication and sustainable workloads.

2) Be proactive in assuming the role of negotiator with USAID.



Mayan Altar in a meeting of co-facilitators in Rabinal Baja Verapaz, Guatemala.



PROJECT BACKGROUND

The Mesoamerican Alliance of Peoples and Forests (AMPB) a space for coordination and exchange with territorial authorities that manage and influence the main forest masses of Mesoamerica. Indigenous governments and community forestry organizations strengthen dialogue processes focused on environmental management, advocacy and international cooperation so that biodiversity conservation strategies contribute to climate balance and appropriately integrate rights and benefits for indigenous peoples and forest communities.

The Mesoamerican Territorial Fund (FTM)² is an alternative financing mechanism designed by and for indigenous peoples and local communities (PICLs). Its objective is to promote direct investment with a rights-based, efficient and effective approach, ~~the territories of indigenous peoples and local communities~~ (PICLs) management costs, adhering to clear and accountable protocols. It also seeks to guarantee lower transaction and fund management costs, adhering to clear and accountable protocols.

The Mesoamerican Leadership School (EML)² strengthens the capacities of youth in indigenous peoples and local communities in Mesoamerica. Its purpose is to train leaders who understand their role in their communities and know how to address the social and environmental challenges of their environment. MLE seeks to cultivate youth who are proud of their identity, critically aware of their challenges and their potential to address them.

²Source: AMPB's Institutional Strategic Plan 2023-2028)

The Coordinadora de Mujeres Líderes Territoriales de Mesoamérica (CMLT)² works on the environmental policy agenda to address the challenges faced by indigenous and community women in the defense of territory in Mesoamerica. CMLT advocates ancestral wisdom, agriculture, forest management and collective work among women community leaders as powerful tools to address climate change.

The B'atz Project "Institutional Strengthening: Regional and Local" is a project funded by the United States Agency for International Development (USAID), which aims to create an enabling environment for the organizational development of the Mesoamerican Alliance of Peoples and Forests (AMPB). It was carried out between 2021 and 2024, strategic alliance with the non-governmental organization Rainforest Foundation-US (RFUS).

The specific objectives of the project are:

1. Consolidate the Mesoamerican Territorial Fund to channel financing and technical assistance to territories and communities.
2. Strengthen the Mesoamerican Leadership School and the capacities of national organizations.
3. Strengthen the capacities of the Technical Secretariat and the regional structures of AMPB.

The project was designed to cover two levels: 1) the institutional strengthening of AMPB and its management units, 2) the strengthening of disaster risk management and emergency management processes, centered on the Mesoamerican Leadership School (EML) in three intervention territories (Utz Che' in Guatemala, FEPROAH in Honduras and Red Mocaf in Mexico).



Members of the Unión Huista Cooperative, the base organization of the Asociación de Forestería Comunitaria Utz Che', a member of AMPB, in their coffee plantations.



OBJECTIVES AND EVALUATION QUESTIONS

EVALUATION OBJECTIVES

Overall evaluation objective: To analyze the project's performance and the results that the project has achieved during its execution and document the lessons learned during the course of its implementation, in relation to the three specific objectives of the project.

Specific evaluation objectives

- Identify project achievements and challenges that contribute to the continuous improvement of AMPB, CMLT, FTM and EML activities.
- Generate reflections in the project team, based on lessons learned.
- Contribute to AMPB's performance improvement process.

EVALUATION QUESTIONS

To what extent has the project strengthened the semi-autonomous bodies of AMPB? In what ways? What have been the limitations of the project in relation to this goal?

To what extent do the project's disaster risk reduction (DRR) interventions address the key needs and priorities of the population and local governments?

Did project management, implementation, monitoring and reporting facilitate the delivery of results as planned?

To what extent have the activities financed by the project contributed ?



EVALUATION

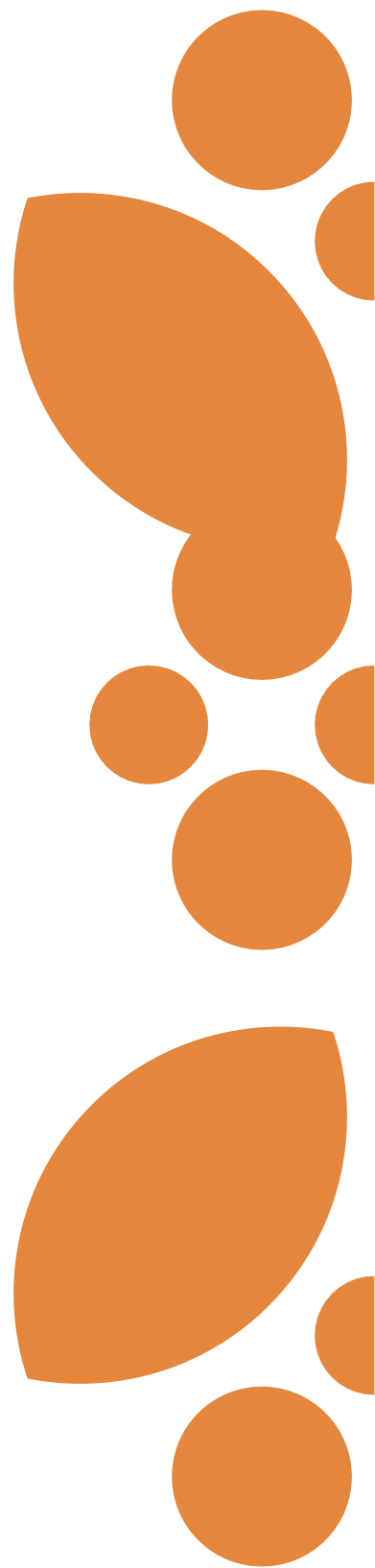
The evaluation used mainly qualitative methods to generate complementary data to the quantitative data collected through the project's Monitoring, Evaluation, Collation, Learning and Adaptation (MECLA) system.

DATA COLLECTION TECHNIQUES AND INSTRUMENTS

Documentary review. Several project documents were reviewed and are detailed in [Annex 2](#).

Semi-structured interviews and focus groups. Twenty-one semi-structured interviews and three focus groups were conducted with key project stakeholders. Two interviews and one focus group were conducted in person in Zacatlan, Mexico, and the others were conducted virtually through Google Meet and using the artificial intelligence platform tl;dv. The evaluator prepared lists of questions for each stakeholder, which can be found in [Annex 3](#).

Participation in the project's closing event. The evaluation facilitator attended the "International and Intercultural Forum: Territorial Contributions to Disaster Risk Reduction from the Perspective of Indigenous Peoples and Local Communities in Me-soamerica" in Zacatlan, Mexico, where he learned about the scope of the project with respect to the work under Objective 2 of the project in Honduras, Guatemala and Mexico.



SAMPLE

The sample was qualitative and the general criteria used were as follows:

- To cover the representativeness of all the main stakeholders of the project
- Filling the various technical and political roles in project management and implementation.

The table below summarizes the participants from each organization involved in the project. For a detailed list of evaluation participants, see [Annex 1](#).

Entidad	No. de entrevistados	No. de participantes en grupos focales
AMPB	4	0
Equipo del proyecto B'atz (incluyendo RFUS)	1	4
FTM	4	0
CMLT	2	0
EML	3	0
Utz Che'	2	3
FEPROAH	1	2
Red Mocaf	0	3
ACOFOP	2	0
USAID	2	0



FINDINGS

ACHIEVEMENTS

1) The institutional framework of the AMPB has been strengthened, through

- the development of its first Institutional Strategic Plan (PEI),
- the development of regulations and internal controls,
- improvements in external communication,
- capacity-building in Monitoring, Evaluation, Collaboration, Learning and Adaptation (MECLA) and
- progress towards obtaining legal status

AMPB is in a moment of great change, in which it is projecting itself into a new stage as a more formal institution, with greater capacity to function autonomously in legal and administrative terms. In the Alliance's journey, B'atz has facilitated the development of key instruments and processes for the formalization of AMPB.

The project provided resources and technical accompaniment for the development of AMPB's first Institutional Strategic Plan (PEI). The process of developing the PEI included focus groups, interviews with the leaders of AMPB's grassroots organizations and AMPB's directors and employees, as well as consultations with the grassroots organizations. These consultations made the grassroots feel included in the process and allowed the Alliance leadership to better understand the realities of its grassroots as well as the opportunities and challenges they perceive.

The plan itself visualizes well the priorities of each AMPB technical unit and marks a roadmap that is already guiding the Alliance's actions and allowing for better articulation. It is aligned with the

Sustainable Development Goals 2030, includes 04 strategic objectives-institutional focus; local, national, regional and international partnerships; community management; and social innovation-and 12 strategic lines that reflect the various priorities of grassroots units and organizations.

In addition to the IEP, the project facilitated the development of institutional statutes, operating manuals and procedures, administrative controls and a contingency plan, which establish a clear framework of roles and responsibilities and clear processes for various aspects of the Alliance.

AMPB has also been strengthened in terms of its institutional image and external communications. They developed a new logo, in a participatory manner and reflecting a deep sense of relevance, created new web pages for the Alliance and its grassroots units (FTM, EML, CMLT), produced newsletters, recorded and published videos, made publications on social networks, implemented an advocacy campaign on carbon markets, and expanded its Community Communication Academy that trains local people in various areas of communications. The Academy has already trained 30 men and women from the Alliance's grassroots in skills such as writing, photography, video recording and editing, and social media management.

In addition, experience with the B'atz project's Monitoring, Evaluation, Collaboration, Learning and Adaptation (MECLA) system, particularly in terms of mission reporting, has sown seeds that, if nurtured, can enhance the capacity of the B'atz BPA to generate stronger evidence and to learn from its achievements and challenges. Bat'z's MECLA system provides a strong foundation for the design and implementation of an institutional MECLA system for AMPB.

The project also provided the resources and facilitated the necessary procedures to establish AMPB's legal status in Panama. This has been achieved with the generation of the by-laws and their approval by the assembly and the engagement of a law firm that finalized the submission of the relevant legal documentation. The Alliance is preparing for the eventual achievement of this milestone, with plans to open an office in Panama City and hire two administrative assistants, among other key personnel.

2) AMPB's internal governance has been strengthened, through

- the formation of formal Board of Directors,
- consolidation of the Technical Secretariat,
- the clarification of the roles of the technical units and the
- improvements in internal communication

In a complementary manner, the project has made important contributions to the strengthening of AMPB's internal governance. A Board of Directors was formed during the project, which constitutes a new structured space for decision making. The project has also helped to make the Board of Directors effective, with good planning and organization of meetings, compliance with quorum requirements for decision-making, and the preparation and dissemination of meeting reports to facilitate internal communication within the Alliance.

Significant progress was also made in the governance of the Technical Secretariat, with an increase in the number of members, the inclusion of women and youth representatives, greater clarity on roles, better planning and clearer agendas for meetings, and the recording of meetings to document decisions made and facilitate communication.

In addition, greater clarity has been achieved on the role of the "units" within the AMPB (the FTM, the EML, the CMLT, the MJ), these units have been renamed "semi-autonomous" and are now known as "technical base units" (the FTM, the EML) and "leadership base units" (CMLT, MJ). Since the concept of "semi-autonomy" had previously generated tensions within the Alliance, this clarification helps facilitate articulation and effective coordination.

The collective reflection and analysis generated during the two "Pause and Reflect" sessions also marked an important milestone in AMPB's internal coordination. The second Pause and Reflection, which took place in person in July 2023, was particularly significant as it increased the knowledge of each project actor of what was happening in the other lines of work and fostered the articulation between the various actions.

Finally, three "empathetic communication" workshops were held, which allowed the leadership and staff of AMPB to develop their skills to relate to each other with greater mutual respect and understanding.

*The project "has
witnessed growth".*

The project "has witnessed the growth" of AMPB and has served as a "glue", fostering alignment, articulation and good coordination -Marvin So- telo, technical secretary of AMPB

3) A new relationship has been built between AMPB and USAID, through a co-creation lottery process, and the strategic alliance between AMPB and RFUS has been consolidated at the Mesoamerican level, leveraging more than \$2,000,000, exceeding the co-investment goal.

This is the first project in AMPB's history to be funded by an international governmental cooperation entity, in this case USAID (United States). The project is also a milestone for USAID in the sense that it represents one of first projects they have developed in close collaboration with Indigenous Peoples and Local Community organizations (IPLCs and LCCs), thus serving as a pilot for both their Policy to Promote the Rights of Indigenous Peoples and their Local Works program and localization strategy. For AMPB, the project means, as Levi Sucre, AMPB's general director, puts it, "the entry of a donor with significant investment capacity" and "a commitment to initiate a dialogue at another level...and the result of this political route is a success.

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capacity" and "a commitment to initiate a
dialogue at another level...and the result of
this political route is a success.*

In other words, developing a relationship with USAID implied for AMPB access to much larger amounts of funding at a difficult time for the PPII and CCLL (2020, during the height of the COVID-19 pandemic), in addition to gaining a strategic ally in terms of high-level advocacy. Similarly, for USAID, developing a partnership with AMPB means channeling resources directly to frontline organizations and gaining a strategic partner for various policy priorities on issues such as migration, security, combating drug trafficking, climate change mitigation, among others.

The process of building the project was also novel for both parties. USAID led what they called the "co-creation," which included a negotiation of the proposal's content with "heterogeneous expressions of leadership," said Aracely Abac Cochoy of USAID, including AMPB's national grassroots organizations, as well as workshops to train AMPB leadership in elements of project design such as theories of change and MECLA systems. While this process was certainly not perfect and can be improved in the future (see recommendations below), it was an important milestone for all involved.

Finally, it should be noted that this new relationship between AMPB and USAID involved working in strategic alliance with Rainforest Foundation US (RFUS), a "triangle," as Marvin Sotelo called it, which generated several positive results. Joshua Lichtens- tein of RFUS contributed significantly to the incorporation of AMPB's grassroots priorities into the proposal, served as Chief of Party (COP) for the project when the second COP retired, and accompanied the entire project execution with empathy and good temperament. The RFUS communications team provided much valued support to the AMPB team in campaign building and product development. The finance team significantly assisted the administrative teams of AMPB and the Asociación de Comunidades Forestales de Petén (ACOFOP), the latter serving as the administrative executor of the project. The project team was also able to leverage approximately \$2-3M during the project. In a broader sense, RFUS showed a flexible attitude and good communication and the "co-implementation" of the project with them reduced the workload of the AMPB leadership, allowing them to focus on their political agenda. In this sense, RFUS has been a very useful "non-traditional" partner for both AMPB and USAID.

4) AMPB's links with its grassroots have deepened and the Alliance's advocacy work at the local level has increased.

The project has generated important opportunities for AMPB to expand its actions at the local level in the territories of the region, in a way that complements the Alliance's historical achievements in terms of regional and international advocacy. As already mentioned, the process of building the PEI was a milestone in this regard, as it involved a series of visits by AMPB's leadership to its grassroots organizations in Honduras, Costa Rica and Guatemala, to listen to their ideas, priorities and concerns. In addition, the work developed through MLE in the area of disaster risk management (DRM) involved deepening the capacity for evidence-based policy advocacy at the local level and building local management instruments, in this case the Community Integrated Risk Management Plans (PCGDR), whose preparation in 25 communities in the region (04 in Guatemala, 5 in Honduras and 16 in Mexico) was possible thanks to this line of work of the project. These PCGDRs

The project is a good opportunity to lay the groundwork for the eventual construction of Community Life Plans, which would represent an extremely important step forward for the governance and advocacy capacity of the grassroots communities of the AMPB members.

Another element of this achievement has been the organization of exchanges during the three national forums (Honduras, Guatemala, Mexico) and the "International and Intercultural Forum: Territorial Contributions to Disaster Risk Reduction from the Perspective of Indigenous Peoples and Local Communities of Mesoamerica", all held in 2024, where AMPB's communities and grassroots organizations were able to share the successes and failures of their local advocacy work during the project. Several interviewees expressed the great importance of maintaining and deepening AMPB's links with its grassroots and with the reality on the ground.



Meeting of co-facilitators in Rabinal Baja Verapaz, Guatemala.

5) The Coordinating Committee of Territorial Women Leaders of Mesoamerica (CMLT) has been strengthened and the agenda of women in the region has been consolidated by means of

- the preparation of its first Regional Gender and Climate Change Plan (PRGCC),
- the realization of two summits of Mesoamerican women leaders and
- the generation of economic resources (\$43,500 in direct investments and more than \$500,000 in projects presented with project support) for Mesoamerican women's initiatives.

Historically, women's leadership in Mesoamerica has been marginalized, especially women leaders who are indigenous and/or rural women. Women have been recognized as protagonists in the areas of agriculture and food security and cultural issues, but there have been persistent barriers to their full participation in the construction and implementation of political agendas.

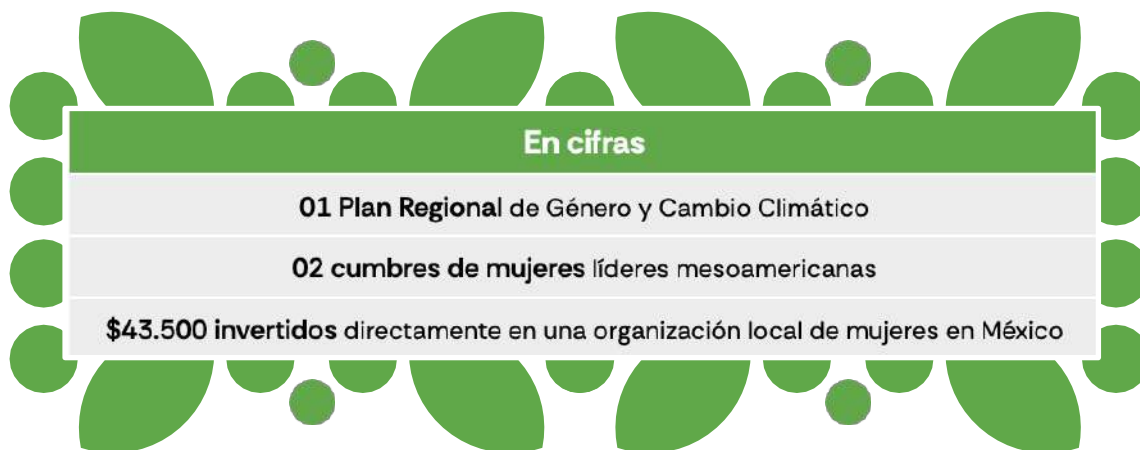
The B'atz project has contributed to the strengthening of the space dedicated to women's leadership in the AMPB, the CMLT, and to the overall consolidation of the women's agenda at the regional level. The central milestone in this regard has been the development of the Regional Gender and Climate Change Plan (PRGCC) that was achieved thanks to the support of this project. Since 2018 (before the start of the project) the women leaders of AMPB had already made several diagnoses on the state of the women's agenda. During the project, another diagnostic was conducted and a series of face-to-face meetings of women leaders were held to analyze these diagnostics, prioritize the issues of greatest importance and consolidate them in the PRGCC. These meetings included two "Summits of Mesoamerican Indigenous Women," key spaces for the exchange of experiences and the coordination and strengthening of relationships among women leaders in the region. As stated by Amalia Hernández, director of the Federation of Agroforestry Producers of Honduras (FEPROAH) and leader of the CMLT, the plan "was developed from our own reality and our own experiences, where we find ourselves as women in Central America.

the plan "was made from our own reality and our own experiences, where we find ourselves as women in Central America".

It serves as a "compass" for the CMLT, as described by Maribel Arango, AMPB's communication coordinator. In addition, the plan's five axes are well aligned with AMPB's PEI and the plan establishes process indicators that will be useful for monitoring progress under both plans. It is already enabling the CMLT to dialogue with territorial CMLT authorities and potential donors and is generating some tangible changes in the attitudes of male leaders in the territory. As David Nicoya, FTM's financial director, says, the project has "strengthened a movement and is making an impact...now there are men talking about empowering women.

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In addition, the project provided \$43,500 in direct funding through a special FTM call for proposals to Limaxtum, a women's organization in Mexico that is part of the Mocaf Network. B'atz also supported the WCLT in the development of five funding proposals, including a proposal from \$200,000 for Nairí Awari, a local women's organization that is part of RIB- CA and four proposals from WCLT as such: one for \$200,000 and one for \$127,000, both for FSC Fundación Indígena, one in response to a direct invitation from CLARIFI and one for the Inter-American Foundation.



6) The Mesoamerican Territorial Fund (FTM) has been consolidated through

- the hiring of new personnel,
- the establishment of a board of directors and procedures for the evaluation of proposals.
- the development of internal manuals,
- the development of an AMECLA system
- the visibility of the FTM and the cultivation of strategic alliances
- the implementation of a first round of calls for proposals, providing over 800,000 in funding for 22 projects.

Before the B'atz project, the FTM was just an "idea," as Levi Sucre and María Pía Hernández, FTM manager, say. Through the B'atz project, it has become a reality, both in terms of the Fund's institutional framework and its investments in the region.

Before the B'atz project, the FTM was just an "idea," as Levi Sucre and María Pía Hernández, FTM manager, say. Through the B'atz project, it has become a reality, both in terms of the Fund's institutional framework and its investments in the region.

With project funds and the accompaniment of the project team, a manager was hired and a team (financial director, project director, MECLA officer) was assembled, with clearly defined roles. A Board of Directors was established, composed of four AMPB members and three independent persons, with a minimum of three women. In addition, important management tools and procedures were developed, such as an operations manual, an operations manual, a complaints form, and a well-defined procedure for proposal evaluation. Proposal evaluation includes review first by a selection committee with representation from the FTM Board of Directors, the AMPB Technical Secretariat and external experts, including staff from the B'atz project team, based on transparent criteria.

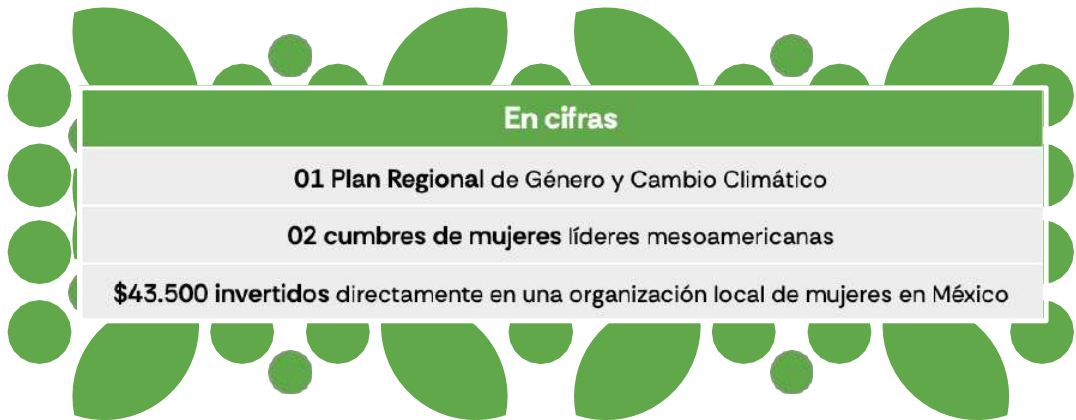
A MECLA system was also built with the support of the project team and the B'atz MECLA system as a key input. It now has a roadmap for the system, as well as an online platform where sub-grantees can fill out a simple form on a monthly basis to share their progress. The platform also visualizes the figures for each project on a map. Jorge Mora, FTM's current MECLA officer, noted that 60% of sub-grantees are already easily filling out this form, and others are being supported to achieve greater adoption.

Perhaps the most significant aspect of the FTM's MECLA system is the accompaniment process that has been developed (hence the name 'AMECLA' in the FTM), which provides support to potential sub-grantees from the formulation of their proposals to the on-the-ground execution of their projects. Support in the formulation of proposals involves helping them to be coherent and legible, logically sequenced and realistic given the amount being requested. It also involves helping the sub-grantees to comply with the requirements of the

the NGO Re:Wild, an organization that has offered this platform to the FTM for the reception and management of proposals. As Freddy Miranda, FTM's project director, puts it, "we are dancing on the fence between donors and the possibilities of the organizations...we are not here to control them, but to support them...we are a mechanism that helps organizations...to achieve their political and development objectives. Freddy and Jorge M. strive to personalize their accompaniment of sub-grantees, based on mutual support and a deep understanding of the identity of the organizations and the historical and socio-cultural context in which they operate. One of the long-term objectives of FTM's accompaniment is for the sub-grantees to become institutionally stronger so that they can access larger amounts and cooperation agents with more demanding requirements, with a view to building a culture of collaboration rather than competition.

The project also increased the FTM's visibility and facilitated the development of its fundraising strategy. FTM has invested in communications, updating its website and developing content, and in February 2024, organized an event in Costa Rica to position itself as an effective tool for streamlining direct territorial operations. They have also cultivated strategic alliances with major donors such as CLUA, CLARIFI and Ford Foundation. CLUA has granted funds of around \$600,000 to the FTM, CLARIFI has contributed over \$400,000 and the Ford Foundation has granted \$175,000 (with a focus on institutional strengthening of the Fund). Other major donors include the Tenure Fund, Sobrato and TCF. FTM is already in negotiations with USAID and the European Union, as well as the NGO WWF, so a good funding base has been achieved for the Fund and there are projections for rapid growth in the coming years.

Finally, and perhaps most significantly, during the project the FTM carried out the first round of three calls for proposals. Thirty-two proposals have been received and 22 grants have been awarded, for a total amount of \$800,640. Most of these grants have been small (between \$15k and \$50k), but there have been some medium and large ones as well. In other words, not only has the FTM been consolidated as a key entity of AMPB, but we are already seeing its impact on the ground with real investments.





With the support of the FTM, ASOTEBRI, a grassroots organization of the Red Indígena Bribri y Cabecar (RIBCA), a member of AMPB, offers workshops to young people on ancestral knowledge to safeguard the Bribri and Cabecar culture.

7) The Mesoamerican School of Leadership (EML) has been strengthened through the development of a modular program on Disaster Risk Management, which has

- expanded its regional and thematic scope, including other AMPB member organizations and the facilitation of RDG training methodologies and tools
- generated methodological innovations such as the inclusion of children in the training process and the participatory elaboration of risk maps,
- built a network of young facilitators and co-facilitators, and
- deepened the link between training and political advocacy actions.

The project has generated several positive results for MLE. First, has been "the gateway to the MLE with other AMPB partner organizations," as expressed by Jorge Iran, the School's technical and monitoring facilitator,

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in this case the Utz Che' Community Forestry Association of Guatemala (Utz Che'), the Federation of Agroforestry Producers of Honduras (FEPROAH) in Honduras and the Mexican Network of Peasant Forestry Organizations (Red Mocaf) in Mexico. The project made it possible to "give greater meaning to what Mesoamerican School is all about. Through these three organizations, work was carried out in 8 indigenous communities, 17 non-indigenous rural communities and 10 municipalities (Zitácuaro, Ocampo and Susupuato in the State of Michoacán, Mexico; Rabinal and Salamá in the Department of Baja Verapaz in Guatemala; Yamaranguila, Central District, Villa San Antonio, Comayagua and Zacapa in Honduras).

Second, the project involved the development of a complementary Model to the main MLE program, known as the "continuous training program". In the continuing education program, participants progress through four standardized phases that target different areas such as "identity" and "collective work". This project was an opportunity for MLE to develop complementary programs to the continuing education program, known as "modular programs" or "training by module", focused on topics of high relevance to the current reality of local communities and on strengthening collective action capabilities to address them. For this project, a focus on disaster risk management (DRM) was chosen due to the conjuncture at the beginning of the project, which included the COVID-19 pandemic and the recent Eta and Iota storms. To address the issue, a training of trainers model was implemented and methodological guide and a facilitation booklet were developed, based on the expertise of Abdel Garcia, a professional with extensive experience in the area of climate risks. Three facilitators were trained, one per country, who then trained 100 co-facilitators. These co-facilitators learned about DRM and conducted more than 200 workshops and trainings in their communities that resulted in the development of the "Community Integrated Risk Management Plans" mentioned above. And while the formal scope in the methodological guide was more closely related to physical risks, during the community dialogues around DRM the door was opened to many other pressing issues, such as risks related to drug trafficking, criminalization of social leaders, use of agrochemicals and loss food sovereignty.



The process involved some methodological innovations for MLE as well, such as the "Escuelita GDR" (also known as "Kinder GDR") that was implemented in the communities of Salamá and Rabinal in Guatemala initially as an attempt to increase female participation in the workshops, to "prevent [the children] from being problem due to lack of attention," as explained by Guatemalan facilitator Silvia Ordóñez,

"Escuelita GDR" also known as "Kinder GDR") which was implemented in the communities of Salamá and Rabinal in Guatemala initially as an attempt to increase female participation in the workshops, to "prevent [the children] from being a problem due to lack of attention," as explained by Guatemalan facilitator Silvia Ordóñez,

and became a parallel process of training children in the same topics that were being addressed with adults. Despite not having been contemplated in the initial design of the methodology, but rather a spontaneous experiment initiated by the facilitators, the Escuelita achieved an impressive appropriation of the DRM theme by the children, an important contribution for generational continuity in community governance in the future. Another innovation was the construction of "maquettes", three-dimensional topographic maps that workshop participants made to visualize the areas of greatest vulnerability in their communal territories, a key tool for generating dialogues between scientific data and community knowledge.

It "helped to awaken knowledge," as Guatemalan co-facilitator Rony Ramos put it. A final innovation was the adaptation of the methodological guide to diverse socio-cultural and linguistic contexts, which was particularly important in Guatemala where the process was conducted mostly in the Achí (Mayan) language and in the communities of Zitácuaro in Mexico. This intercultural approach is fundamental for a region as culturally diverse as Mesoamerica and has allowed the training process to generate reflections, for example, on the importance of food security in territories where major changes in land are being observed in the cultivation of avocados and other commercial products.

Two additional important results of MLE's work in the framework of the project are worth mentioning. First, it meant great advances for youth leadership in AMPB's member organizations, having built a network of young co-facilitators at the local level with technical expertise in DRM and developed skills in public speaking, the facilitation of community spaces and knowledge dialogues, and relations with local government authorities. One facilitator stated that youth are now being invited more to participate in community meetings and meetings of their local organizations. In addition, the project allowed the co-facilitators to get to know the elders of their community and the history of their territories better, a key contribution to strengthening intergenerational ties. In the case of the co-facilitators from Mexico, most of whom were university students, participating in the project meant putting into practice what they were learning in their courses. The facilitators stated that they also experienced personal growth in several ways during the project, mainly by strengthening their self-confidence in interactions with government authorities and by representing their organizations in high-level advocacy spaces, such as an event on carbon markets in the Guna Yala Comarca and Climate Week, both in Panama. The facilitators and co-facilitators also strengthened their knowledge on a new topic through the DRG training process, receiving continuous updates from Abdel through "information capsules" shared in Whatsapp groups, a practice that is being maintained even after the end of the project. Finally, the process carried out on DRGs deepened the link between training and advocacy in MLE,

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In Guatemala, this meant learning about the National Risk Management Plan and the Comprehensive Risk Management Co- mission and meeting with the Commission to advocate for a strategy that "attacks the problem at the root," rather than reacting "like firefighters," as Byron put it. In Honduras, advocacy with municipal and community authorities was achieved, including an approach to the patronage, coordinated awareness-raising actions in health units and a formal commitment from the mayor of Yamaranguila. In addition, representatives of the new government of Xiomara Castro attended the national RDG forum organized within the framework of the project, generating, as Marcial López, director of EML, put it, a "spark" to continue feeding the project. In Mexico, advocacy achievements focused mainly on greater rapprochement and the signing of agreements with Civil Protection and the Intercultural Indigenous University of Michoacán, the latter facilitating university students to conduct research and on DRM. The national forums and the final international forum were important spaces where these developed capacities of grassroots organizations to contribute to face risks were made visible.

Moreover, these experiences around DRM are already translating into the institutionalization of DRM within the three organizations that participated in the project. For example, Utz Che' added DRM as a cross-cutting objective of their organization and they have a project funded by German cooperation with a focus on DRM that they are implementing. At Red Mocaf, as part of the agreement with the University, they have plans to create DRM software for use by the communities.



FEPROAH co-facilitators' workshop, Honduras.

CHALLENGES

Despite the significant achievements of the project, there were also several challenges that slowed down and hindered the implementation of the project and to some extent limited its results.

Intern

1) Lack of legal status and physical office and of resources follow up on obtaining legal status and physical installation of the office in Panama.

A primary challenge for AMPB is that they still do not have legal status, do not have a physical office and depend on one of their member organizations, ACOFOP, for their operations in administrative and financial terms. Although establishing AMPB's legal status was one of the central elements of the project and, as explained above, there has been some progress and the completion of this process depends not on the AMPB team but on the Panamanian government, not having this legal status has meant that AMPB's finance team has had to comply with ACOFOP's requirements. Once AMPB has its own legal status, it will be able to govern itself under its own policies and administrative processes. The closure of AMPB's physical office, which is largely due to the political situation in Nicaragua, also hampers the team's internal communication. AMPB also does not currently have the necessary resources to follow up on the legal status and establishment of its office in Panama.

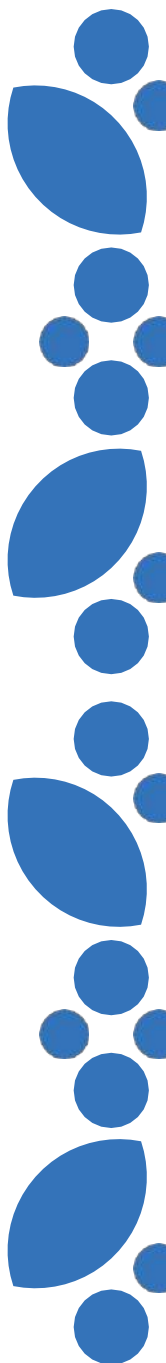


2) Rotation of the project's Chief of Party and delays in identifying an appropriate leader for the development of the Disaster Risk Management program.

Several changes in the direction of the project and the leadership of GDR's work with MLE also slowed down the implementation of the project. There were three Chiefs of Party (COP) during the project and in particular the transition between the second, Didier Devers, and Josh Lichtenstein, with Fatima Aguado as Deputy COP, created delays and discomfort for the team. The difficulty of this change was due to the fact that USAID did not accept Fatima as COP because of her location in Nicaragua and her professional profile, even though she had been working with the Alliance for years and had been in the first six months of the project as MECLA officer and assumed the Deputy COP position for 7 months. This forced Joshua Lichtenstein of RFUS to serve COP while he had other responsibilities, creating a temporary stalemate in the project. For the LFA component there were also delays because initially a Honduran anthropologist was hired as a consultant to develop the DRM methodology, but he did not meet the expectations of the LFA leadership, so they decided to hire Abdel Garcia, who successfully reformulated the methodology, but this initial period without stable personnel delayed implementation.

3) Rigidity and lack of technical support from USAID, despite being a pilot project.

Several interviewees stated that there was insufficient initial guidance, a lack of flexibility and insufficient technical accompaniment from USAID during the project that made project implementation complex. For example, they took a long time to approve modifications to project milestones. They also required the implementation of a robust MECLA system, including the use of standard indicators, disaggregation, and the use of before and after tests to evaluate the trainings, all of this after the project had already been implemented.



The company did not approve MECLA's initial project plan (which did not include these elements) and did not provide adequate support during the course of the project, which forced the project team, from their perspective, to invest a lot of time in building the system from scratch. In the area of communications, they were very strict about the use of the logo and color scheme. Finally, USAID forced the project team to translate all their reports into English, which involved a lot of additional time investment. As one team member put it, it appears that although this was a pilot project for both the Policy to Promote the Rights of Indigenous Peoples and the Local Works development program and localization strategy, for USAID "there is no small project and no big project," i.e., they required the same level of investment of project staff time as they would have required for a project with a much larger amount of funding implemented by a much larger organization.

4) Personal barriers to participation of local co-facilitators

Some of the youth co-facilitators who participated in the DRG MLE work experienced difficult personal situations that challenged their resilience and ability to complete the process. One co-facilitator in Guatemala already had three children and was pregnant during the training process, so it was difficult for her to travel, but she still managed to complete the process. Another co-facilitator from Mexico had a store and had to leave her business to participate in the project. The mother of another co-facilitator from Honduras had an accident where the aunt of the co-facilitator died, which forced her to return to her community for a while, but she also persisted and reached the end of the training process.



5) Conflicts between some local communities

The existence of conflicts between some local communities where MLE training activities were carried out also hindered the execution of this component of the project. These conflicts prevented effective collaboration and delayed some activities and meant that the team had to help facilitate community dialogue processes in order to move forward with the program.

6) Resistance to change on the part of some local leaders involved in MLE activities.

There was also some resistance on the part of some community leaders to adopting the new approach to risk management because they considered it to be closely related to natural disaster response rather than an integrated approach with greater relevance to territorial governance.

CHALLENGES

Externa

1) Changing and unfavorable political conditions

The political reality in the countries where the project was implemented was also a limiting factor for the project. New requirements for the establishment of legal status for nonprofit organizations in Panama, linked to attempts to mitigate money laundering risks, impeded the progress of AMPB's legal status because they required the registration of all members of AMPB's Board of Directors. The change of government in Honduras made it difficult for FEPROAH to obtain the necessary documents to obtain legal status in Panama. The elections in Mexico made it difficult to validate DRG community plans there. The democratic crisis and the



change of government in Guatemala also affected the project. Finally, there was a lack of political will in the three countries involved in the RDG work, which made it difficult to open a dialogue with CONRED in Guatemala, for example.

2) Citizen insecurity

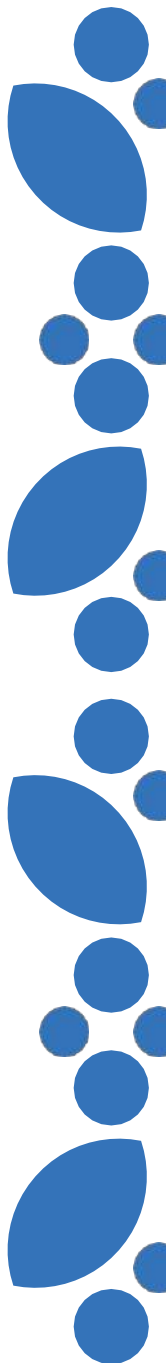
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3) Precarious socioeconomic conditions and inadequate infrastructure in local communities to carry out some activities of the MLE training process.

The precarious socioeconomic conditions and lack of adequate infrastructure in some local communities posed a challenge for the implementation of a unified RDG training process, as they limited the capacity of local people to participate in the activities. An attempt was made to provide differentiated support to these communities to achieve greater equity, but this factor was a limiting factor that will be important to take into account in future projects in the region, since Me-soamerica encompasses a diversity of contexts with unequal conditions.

4) Unfavorable and unpredictable weather conditions

Local weather conditions also presented a challenge at times. For example, rains were a barrier to planning workshops and other activities, especially in Mexico and Honduras.





LESSONS LEARNED

Several important lessons were learned from the successes and failures of the project.

1) There is a need for greater communication, coordination, articulation and joint planning within AMPB and between AMPB and its strategic allies.

As a relatively new Alliance with roots in activism rather than the NGO world, intra-agency coordination is a constant challenge. However, the project provided several lessons learned on specific areas where coordination can be improved, including:

- Event planning
- Flights: prices can vary greatly and some BPMA leaders during the project changed their flights without paying attention to price changes, resulting in higher expenses than necessary.
- Hotels: prices can rise substantially if they are not booked in advance. However, there were cases during the project, for example, of hotels booked a week before an event, due to lack of prior coordination.
- Unnecessary increase in expenses, this dynamic also generates discomfort for the administration staff of both AMPB and ACOFOP.

Another example of the lack of coordination during the project had to do with the flow of information; the leaders of AMPB on several occasions did not comply with the delivery of written reports, which meant that the project team had to meet individually with each person to interview them and, based on that, prepare the reports themselves. Another implication of this lack of written documentation is that there were very knowledgeable and very uninformed people within the Alliance, making coordination difficult.



2) Expectations need to be better managed and not over-promise results of actions outside the project's control in proposals.

When preparing project proposals, there is a tendency to be very optimistic about what can be achieved within the project time frame. This sometimes leads to problems later on, as it creates unnecessary pressure and implies having to take responsibility for events that are not directly dependent on the project's protagonist. This common dynamic also occurred in this project. The second COP on the project, Didier Devers, stated that he felt that too many milestones were included in the proposal, which became a burden on the project. Joshua Lichtenstein noted that more consideration could have been given to the relevance of milestones to AMPB, as in many cases meeting milestone reports did not contribute to AMPB's strategic objectives so they were seen as an imposition rather than an opportunity to advance organizational priorities. Another interviewee from the project team noted that in general, milestones that involved disbursement of funds received more attention, while those that did not (e.g., those that had to do with building management tools such as plans and manuals) were more difficult to meet. In addition, several interviewees pointed out that it was a mistake to make obtaining the legal status of AMPB as a project milestone, since it depends on external conditions outside the project and the organizations.

That said, there are potential advantages to including more milestones, such as the opportunity to quantify the real costs of the proposed activities and goals and the incentive they may represent for compliance. Thus, when developing new proposals, a balance should be sought in this regard.

3) It is imperative to guarantee the necessary enabling conditions before carrying out activities at the local level virtually and it is necessary to devote more resources and attention to improving connectivity in the territories of the region.

Initially, it was contemplated to conduct some of the DRG training activities virtually. However, it became very evident almost from the beginning that this was not going to be feasible. An attempt was made to do some workshops in Guatemala virtually, but the facilitators and participants experienced difficulties in hearing each other and the facilitators could not keep the attention of the participants due to poor connectivity. In Mexico, they had to move people from where they were to other places with better connectivity, which meant lost time and increased expenses.

logistics. In Honduras they also experienced difficulties with internet connectivity. The lack of good connectivity in the territories has also generated difficulties for the FTM, since in order to access the Re:Wild platform to submit proposals and reports, sub-grantees need to have access to the internet.

There are two main implications of this lesson learned: first, for future projects it would be better to plan from the beginning to do everything on-site, and second, it is important to look for ways to invest in ensuring better connectivity conditions. Utz Che' is already looking for ways to get shared satellites that allow connection to the internet through Starlink.



Tomato nursery of the Xesiguan women's group, Rabinal, Alta Verapaz, Guatemala.

4) The budget was not sufficient for the scope of the project, especially for the components related to field work.

The budget limitations of the project were another learning experience, as it became evident that the funds available were not adequate early in the project. The project had designated \$150,000 for national advocacy per year, equivalent to \$25,000 per country per year, which was too little and was further reduced due to the lack of funds available.

to increases in transportation costs, partly related to the conflict in Ukraine. The cut in the total budget from the \$3M initially committed to \$2M in the first phase of the project, a change that was communicated from USAID at short notice, exacerbated this situation. It was also learned that costs diverged greatly between countries, with Mexico being much more expensive than Guatemala, which meant an imbalance in the budget available to each country in real terms.

5) There are potential benefits to developing complementary projects simultaneously on related topics, which offers opportunities to leverage resources and improve process continuity. However, this also presents risks, such as possible duplication of efforts, dispersion of resources and lack of focus on priority objectives, which could compromise efficiency and targeted results.

Some of the project protagonists were implementing other projects on related topics at the same time as the B'atz project. The FTM, for example, received funding from CLUA and the FSC Fundación Indígena. As Freddy Miranda put it, "there was an intelligent distribution of each one's tasks and I believe that they effectively helped to materialize an idea that was the FTM". Marcial López pointed out something similar for MLE, which also had funding from CLUA during B'atz, as well as another project from the Open Society Foundation, which complemented the B'atz project well. They were also able to leverage funds during B'atz that will help increase the likelihood of continuity of the processes initiated during the project. The project team estimates that they were able to leverage approximately 2-3M during the project, including funding for expanded advocacy efforts in the area of climate justice, among others.

However, it is worth mentioning that the simultaneous implementation of several related projects may also carry risks as it may divert the attention of the teams from long-term institution building. This is a constant challenge for many NGOs and has also been evident in AMPB. The key here is not to lose sight of the importance of not only executing projects but also investing in "processes", something that both Abdel Garcia and the Utz Che' representatives in Guatemala emphasized as a lesson learned.

6) Capacity building is a long-term process and requires sustained investment.

Finally, there were many lessons learned related to the central focus of the project - capacity building. Above all, the project made visible the importance of this effort, the fact that it cannot be achieved within the time frame of a single project.



Workshop on report writing for MLE facilitators, by AMPB and MLE communicators.

The project and the need to have an entity responsible for this component. Isabel Pasos of the CMLT highlighted this point and stressed that it is particularly relevant for women, since there is a recurrent dynamic of women assuming leadership roles without being adequately prepared (e.g., they lack the ability to be more proactive and have clearer messages to communicate in public spaces), so it is necessary to build continuous capacity building processes, especially in leadership.

Another area where there is a need for long-term investment in capacity building is in MECLA. Although the project team did several workshops on report writing and the project itself familiarized the protagonists with more developed MECLA systems, several interviewees highlighted this as area still with major weaknesses in AMPB and its units.

Above all, there is a need to strengthen AMPB member organizations in terms of personnel, resources for mobilization, funding for local activities, articulation with AMPB and its units, among other priorities, since many are still suffering the consequences of the pandemic in terms of the lack of economic and institutional recovery, there are strong pressures related to the rise of drug trafficking in the region and mega-projects, the closure of the civic space, etc., and there is a need to strengthen the AMPB's member organizations in terms of personnel, resources for mobilization, funding for local activities, articulation with AMPB and its units, among other priorities, since many are still suffering the consequences of the pandemic in terms of the lack of economic and institutional recovery.

In Nicaragua, Guatemala and Mexico and the politicization of social organizations has divided some organizations and there is a spirit of competition between organizations where there could be more work in alliance. It is particularly important for young people to be able to participate in these processes of strengthening organizations, given the dynamics of low generational turnover and high migration in many territories.

The FTM, through its investment in more robust accompaniment of sub-donors, aimed at fostering a culture of collaboration rather than competition, is playing an important role in this regard and the MLE also has a key role to play in providing continuity in capacity building, but longer-term investment in this area will be required to ensure the consolidation of progress during the B'atz project.

7) The inclusion of youth and children in training processes facilitates the participation of women and the continuity of community leadership.

The DRG training process of the MLE generated important lessons for the inclusion of women, children and youth in the activities of the Alliance and in the generational replacement of leadership. The so-called DRG Escuelita, which emerged as a



Children from Kinder GRD drawing the risks they identify near their homes.

The creative response to the need for childcare (also conceived as "Kinder GDR") was an important milestone for MLE in that it not only facilitated women's participation, but also instilled in young children the importance of risk identification, mitigation and appropriate response. This process also generated networks of trained and committed young people (the facilitators and co-facilitators), capable of assuming greater leadership in their local and national organizations. The preparation of these children and youth will facilitate generational change, increasing the sustainability of the grassroots organizations of AMPB, and thus AMPB itself, in the long term.

8) It is essential to have work protocols that allow us to be prepared for risk situations related to citizen insecurity, climate disasters, among others.

Given the diverse economic dynamics in the region that can pose risks to the successful implementation of projects such as this one, it is essential to have clear protocols in place to adapt to changing conditions and be flexible in the face of unforeseen situations. The same process of reflection that occurred during the RDG training during the project provides some tools to prepare for these realities.



Participant in the workshop in Rabinal, Baja Verapaz, presenting on group work.

9) The articulation with local governments from the beginning of the MLE training processes, considering strategic alliances that include co-financing, is key to increase the School's effectiveness in local advocacy. Collaboration with researchers and academia in general can facilitate this articulation and generate useful knowledge for decision-making.

Although there were important advances during the project in terms of advocacy capacity at the local level, one lesson learned by the team is that closer ties could have been forged with local governments in the initial stage of the process to strengthen the articulation and institutionalization of the social processes generated through this type of training process. During the project, local governments were involved mainly in the phase of elaboration of the Advocacy Plan; towards the end of the process, an earlier approach could have generated better results. In addition, it was learned that these approaches are facilitated when there is something tangible that the project can offer in terms of shared strategic objectives and possibilities for sharing resources. One opportunity identified during the project to facilitate greater interaction with governments was the approach to academia and research collaboration, a key example being the geological study conducted jointly with the University of San Carlos in Guatemala.



Workshop in Rabanal, Alta Verapaz, Guatemala.

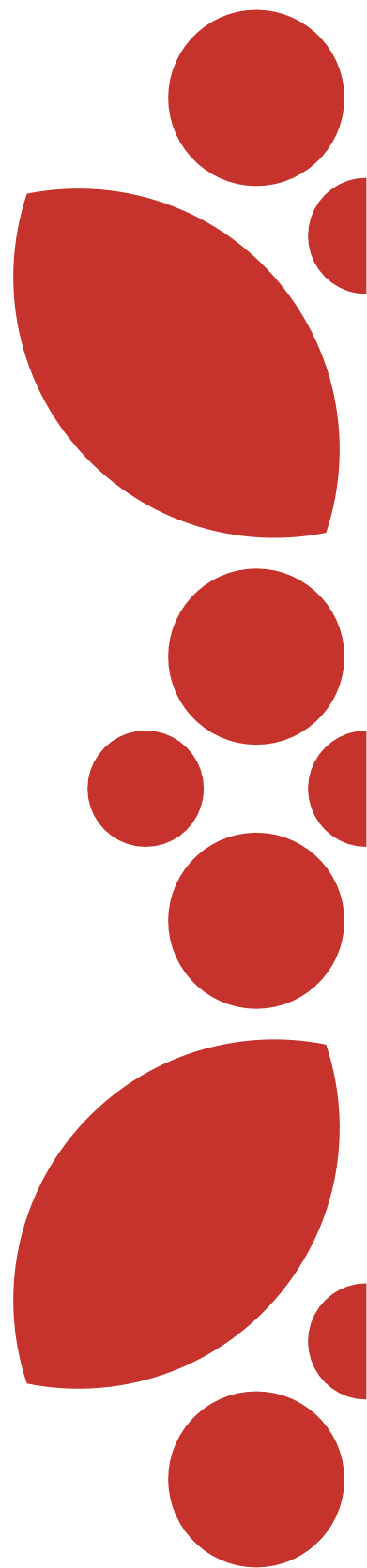


RECOMMENDATIONS

AMP

1) Foster better internal communication and coordination and clarify roles and functions within the AMPB and its units.

The project contributed significantly to improving coordination in AMPB, however, much attention needs to be paid to this dimension of internal governance to further consolidate the Alliance, avoid duplication of efforts, improve process efficiency and allow for well-planned growth aligned with its collective vision. Examples of progress that could be replicated in the future include: the close coordination between the AMPB-MLE communications teams and their integrated communications plan, the clear definition of roles in the FTM and the document "Definition of duly prioritized and sequenced training topics in order of execution" that proposes a distribution of roles for capacity building initiatives in AMPB, and the incipient effort of the AMPB "technical unit council", which can be a space foster internal coordination. However, consideration should be given to the possibility of hiring a project coordinator for AMPB who can be in charge of internal coordination. Ideally, the project coordinator would be part of the Technical Secretariat. The B'atz project team has fulfilled this function to a large extent, has "sought the common thread" and "softened that verticality and developed more horizontality," as Fatima Aguado put it, but relying on a single project team not a solution. Financial management and specifically the



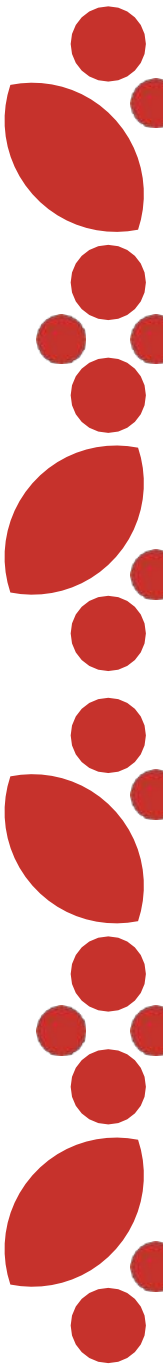
joint budget planning has been identified as a priority area for improvements in internal coordination.

Another area for growth is in the convening of meetings and events, be clearer about who is doing the convening and what the agenda is going to be and make the convening through formal means such as mail instead of Whatsapp, so that everyone is well informed and prepared. There should be clear communication about the expectation of open communication in AMPB, from the highest levels of Alliance leadership.

A final area that deserves more attention in internal coordination efforts has to do with the link between AMPB and ACOFOP, as efficiency in the flow of information should be improved, eliminating bottlenecks due to several layers of consultation and review of budgets and expenditures.

2) To recover the spaces for interaction of the leadership of the AMPB with its grassroots organizations and with the reality in the territories.

It is recommended to deepen the efforts made during the project to strengthen the link between the leaders of AMPB and grassroots organizations and to recover similar spaces that existed in the past. Several interviewees stressed the importance for the leadership to continue to learn more about the dynamics on the ground and to link high-level advocacy efforts with advocacy activities at the national and local levels. One interviewee mentioned a joke that circulated that AMPB has at times been like a "travel agency" because of the large number of international events to which Alliance leaders travel and that given the weaknesses of the grassroots organizations, a reorientation to the realities on the ground and the needs of the grassroots is required. This includes paying greater attention to the cultural and political particularities of each indigenous people in the Alliance and adapting strategies to these particularities. Marvin Sotelo eloquently expressed the importance of this effort when he said that the "territorial immersion tour" that has occurred during the project is helping to "reposition the Mesoamerican territorial agenda". Specific suggestions in this area include hiring more indigenous professionals for AMPB leadership positions and organizing more exchanges, as it has been observed that exchanges contribute significantly to strengthening mutual understanding between organizations.



The AMPB member countries and between them and the Alliance's leadership and the comparative regional perspective that is developed in the exchanges makes it possible to generate more powerful arguments and advocacy strategies.

Another suggestion is, to the extent possible, to hire consultants with greater knowledge of the territorial context, in order to shorten the incorporation and generate better contextualized products, especially in the case of communication plans and materials, where in some cases examples and images that are not very relevant to the Mesoamerican territories have been used.

3) Seek opportunities for more full-time staff.

Reliance on consultants is an ongoing challenge at AMPB and the lack of full-time staff makes coordination and continuity of processes difficult. Especially if legal status is achieved and the Alliance begins to grow in terms of the lines of work and number and amount of projects, it will be key to have a 100% committed team with more stable positions. A suggestion for a short-term measure is to consider having consultancies with a minimum term one year in order to have a little more continuity while looking for longer-term solutions.

4) Take ownership of and fully implement the Institutional Strategic Plan.

We are already in the second year of the AMPB's PEI, which has a timeframe of 2023-2028. While this management tool positions the Alliance to prioritize and articulate activities and achieve greater results, it is necessary to work on the appropriation of the instrument and its implementation so that it becomes a living document, especially because, as Levi Sucre pointed out, it is not always so obvious to indigenous peoples the relevance of the PEI, but it is also important to ensure that it is a living document.

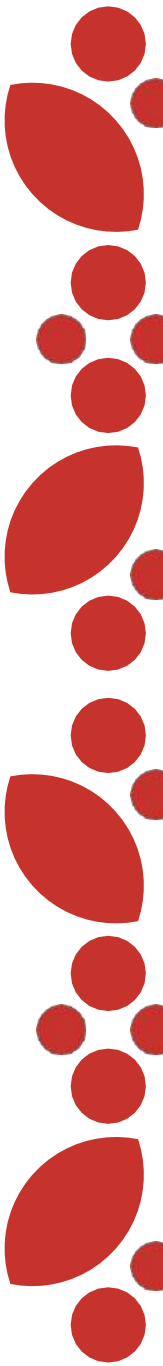


of this type of tools. It is essential that the PEI be appropriated by the Alliance's leadership and that the plan not only be implemented in parts but in its entirety, paying attention to the balance between lines of work and between the Alliance's organizations and territories. Other complementary instruments are also required, such as operational plans and work plans, as well as professional and technical skills, to translate the plan into concrete actions. A process of advocacy and internal sensitization is necessary so that AMPB authorities and actors adopt and incorporate into their institutional dynamics the different instruments for their strengthening.

5) Encourage the development of technical (MLE, FTM) and leadership (ST, CMLT, MJ) units, investing in their priorities and leveraging their strategic advantages.

This project has invested significantly in the TS, the MLE, the FTM and the CMLT and has generated key experience through the work of the MLE for the Youth Movement (YM). It is important that these advances are consolidated and that AMPB nurtures the growth of its units so that they feel fully supported and included in the AMPB structure, in institutional and financial terms, but also have the flexibility to strategically take advantage of their particular positionalities.

In the case of the MLE, it is recommended to support the implementation of its sustainability plan, work more on the link between what they do at the local level, with the high-level advocacy efforts of AMPB (including what CMLT has been successfully doing), continue adapting the school's methodologies to the diverse socio-cultural contexts of the region and expand the thematic offerings of the modular programs. The School is already developing programs on climate justice and carbon markets, gender and youth, biodiversity and indigenous cosmovision (with an initial focus on the Bribri Cabécar people). It is also positioning itself to play a key role in training BPPA communities and organizations in free, prior and informed consultation. It is key that this growth trajectory aligns with the strategic lines of work of AMPB's PEI, that it is articulated with the other units and that it remains rooted in the priorities of the local communities. In addition, while developing the

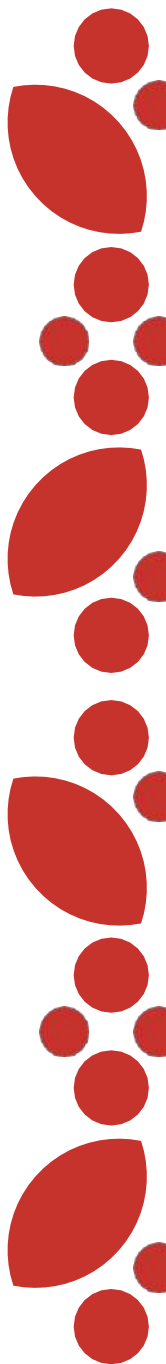


In the case of the new modular programs, it is recommended to consider ways to engage youth already trained in DRM and to connect their incipient local-level advocacy activities with the new lines being developed, for example by finding ways to use community DRM plans as an input for discussions on climate justice or other issues. The B'atz project leaves valuable lessons learned not only on the technical side, but in terms of an overall management approach to the teaching-learning process that it is suggested to recognize and build on.

The FTM, for its part, seeks to expand geographically and in terms of the thematic areas it supports (e.g. entrepreneurship, ecological restoration, etc.), as part of its transition from a "consolidation" phase to a "scaling up" phase, which it estimates will occur between 2025 and 2026, where it also needs to coordinate with the rest of the AMPBs to ensure alignment with the Alliance's collective strategic vision and mechanisms to consult and verify with the grassroots what its highest priorities are. A concrete example of an already identified priority that could be funded is the implementation of Community Integrated Risk Management Plans. Another important area for support to the FTM is in the development of its accompaniment model, as more and more technical expertise will be required to address the diverse needs of the sub grantees and AMPB can help identify the relevant technical actors to facilitate this development.

Finally, it is important to invest in the implementation of the Regional Gender and Climate Change Plan developed by the CMLT and in general to provide more financial resources for the CMLT, which has historically been the MBPA unit with the least financial investment, although this has gradually changed with recent grants from the FTM. Isabel Pasos estimates that they will need approximately \$9M to implement their PRGCC and also highlights the importance of diversifying the partners that financially and technically support the CMLT to ensure that they receive the appropriate support for their different lines of work. To support this development, it is recommended that consideration be given to expanding the technical team and including coordinators in each country of the region.

Finally, it is worth mentioning that the constant change in the nomenclatures on the AMPB units ("semi-autonomous units", "semi-autonomous units", "semi-autonomous units", "semi-autonomous units", "semi-autonomous units")



The "technical units", base units", etc.) reflects a process of institutional maturation that has not yet been completed and it is recommended that attention be paid to this issue and that an attempt be made to maintain a common and constant language.

6) Build and validate a positioning in the Alliance's national units and organizations on how to further increase women's inclusion and youth in collective governance. Inclusion must be deliberate, intentional and planned, as it is not just a circumstantial matter.

Complementary to the recommended support to the WCLT as a grassroots leadership unit, it is suggested that more dialogue and discussion be fostered internally within AMPB, with a view to building a clear position on how to mainstream the inclusion of women and youth throughout the Alliance. The recent decision to have women and youth representatives in the Technical Secretariat is an important step forward in this regard. It is key that this representation translates into full participation in decision making and also in the incorporation of the priorities of women and youth in the activities of the Alliance and the technical base . In the case of youth, more dialogue is needed about the relationship between the YM and MLE to reach a balance that mutually benefits both.

7) Discuss further the criteria and process for incorporating new members into the Alliance and for support from the technical base units to organizations outside the Alliance. Consider the possibility of creating a relationship mechanism with other local organizations, even without the membership modality.

Many ideas are emerging at this stage of AMPB's development about potential new members and also about how to expand the offerings of the MLE and the FTM to organizations that are not yet part of the Alliance. It should be recognized that there have been tensions at different times within the Alliance over perceptions of favoritism or imbalance.



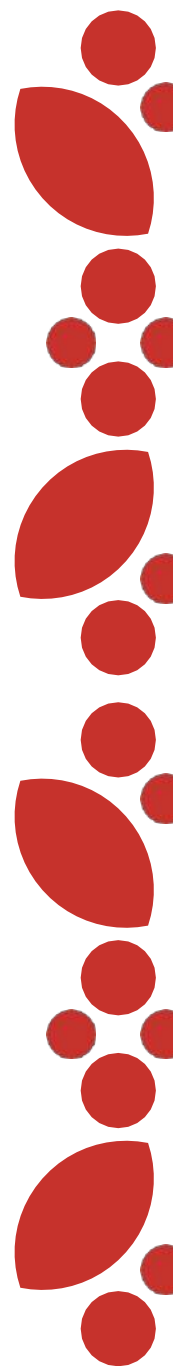
In the case of a change in support for one organization or another, then it is important that this issue be handled with care. Decisions around these issues should be made based on an open dialogue within the Alliance on how to balance growth with coherence, cohesion and internal coordination.

8) Invest more in the area of external communications, hiring a communicator for each AMPB unit, increasing the budget for external communications and investing more in training local communicators.

There were several advances related to communications during the project, however, with more investment, the communications area could contribute much more to the consolidation of the AMPB. Currently, there are communications coordinators for the AMPB and the MCL, but the FTM and the grassroots leadership units do not have their own communications teams. The FTM and CMLT would benefit greatly from having these functions on staff (the MJ is still in an early stage of development, so the FTM and CMLT could be prioritized first for this additional investment).

Greater investment in communications would also make it possible to produce better quality audiovisual products and materials that are better adapted to the diverse local contexts of the region in terms of both content and format. The communicators are working to train local community communicators through the AMPB Communications Academy.

The project partially contributed to these activities of the Academy, but with further long-term investment this initiative could increase the visibility of the Alliance while contributing to the territorialization of AMPB.



9) Strengthen the capacity to collect and systematize evidence and identify lessons learned, with a unified MECLA system and a MECLA team to lead the work, balancing the technical and political aspects of the system to ensure its usefulness and sustainability.

The MECLA system developed for the B'atz project, and the experience gained implementing this system, is a valuable input for AMPB if time and resources are dedicated to adapting it to the Alliance's long-term needs and vision and institutionalizing it, with a team to carry it forward. The new AMPB organizational chart already provides for a MECLA officer. The Alliance can benefit significantly by taking the lessons learned from the MECLA system and using them to build its own system.

Having a strong MECLA system in place increases the likelihood that AMPB will be able to receive more funding from USAID and other donors with greater investment capacity. To achieve this, an important step is to make the effort to build a culture of writing, of documenting activities in sufficient detail and in writing, complementary to the orality that predominates in the Alliance. However, it is important to balance the objective of having a robust MECLA system to meet donor demands with the strategic objectives of AMPB, because if the system is not considered useful or is seen as an external imposition, it will be very difficult to sustain it in the long term.

It is therefore key to develop a system designed to generate the type of evidence that AMPB considers relevant, and spaces for reflection and collective learning that are seen as a contribution to the political work and governance of the Alliance. Levi Sucre stated that, "The technical does not come out if the political is not aligned," however, the opposite is true.



also applies, without clear technical arguments it is difficult to make successful policy advocacy. Marvin Sotelo referred to the construction of this type of evidence as "knowledge mobilization" and emphasized its importance for the political work of the MBPA. It is important to calibrate the technical and the political well to build a useful and sustainable MECLA system in the MBPA and one that generates robust evidence.

Practices implemented during the project that could be replicated include the bi-weekly meetings, the two 'Pause and Reflect' sessions (especially the second, which was face-to-face), the national forums and the last international forum, as spaces for the exchange of lessons learned. The FTM's incipient AMECLA system also serves as a valuable input for the construction of the AMPB's own MECLA system.

10) Jointly design project proposals with national organizations and take them into account during the project cycle once initiated.

Finally, in order for the BPPF to grow at the pace and in the manner that its members want, future projects need to be built with the greatest possible involvement of member organizations and on the basis of what is already advanced. This requires consulting the grassroots about their needs and priorities and aligning activities with the strategic objectives of the IEP that were agreed upon during B'atz. In addition, several interviewees suggested that a more holistic approach should be considered for future projects, based on "territory management" and "systems to make territories resilient". Finally, it is key to analyze the experiences with the B'atz project and incorporate the lessons learned into the design of future projects, so as not to experience the same difficulties again. Having a project management unit in AMPB or similar would allow the Alliance to more systematically record lessons learned and use them for the design of future projects.



USAID

1) Deepen the co-creation process, recognizing the unequal conditions among the parties and facilitating better knowledge among the parties and clearer communication on standards, procedures and expectations. Better articulate internally to increase the coherence of messages from the different offices.

While the co-creation process between USAID, AMPB and RFUS represented a promising new model for USAID and there are several elements that were highly valued, it can be deepened and improved in the future. The idea of this project was for AMPB to learn to work with USAID and for USAID to learn to work with AMPB, and thus with other similar Indigenous Peoples and Local Community and non-traditional partners in general. However, several interviewees noted that they are doubtful about how much USAID as an institution actually learned about the *raison d'être* of AMPB and the connections between the technical activities that were carried out and its broader policy agenda.

It has been stated that the co-creation process was too technical and top-down. It was also pointed out that USAID did not sufficiently understand that AMPB is not only an organization of Indigenous Peoples, but also of Local Communities, including peasant organizations, community forestry, among other manifestations of this category.

It was perceived that during the "co-creation", USAID's expectations in terms of personnel selection, working language, MECLA, communications, among other areas, were also not communicated clearly enough. As explained above, there were delays in positioning the new COP due to uncommunicated expectations on staff selection. In addition, adequate technical guidance was not provided for the construction of the ME-CLA system. In addition, the requirement to deliver reports in English generated a heavy workload for a small team.

There were also difficulties in communications, as requests came in from USAID for videos and other communications materials during the course of the project that had not been mentioned during co-creation and AMPB had to postpone publishing content on the internet because there was no

clarity about USAID's process for approving these publications (parameters, review times, etc.) and no timely responses were received to queries in this regard. Another example of this lack of clarity in the initial dialogues is that only three days notice was given that the budget would have to be adjusted to accommodate the reduction in the total amount of 3M to \$2M, which generated discomfort because it did not allow for adequate consultation with AMPB members on the budget lines to be modified. One interviewee noted that part of this lack of clarity may have been due to intra-institutional differences between the USAID Washington office and the Guatemala office, which respond to different structures, suggesting that greater internal articulation within USAID would facilitate liaison with non-traditional partners.

In any case, communicating expectations more clearly from the outset and allowing sufficient time for organizations that are participating in the co-creation process to consult with their constituencies and respond well to the information provided would help the co-creation to become stronger.

2) Be more flexible and provide greater support in the field, simplifying requirements and procedures for non-traditional partners.

The difficulties generated by the lack of clarity of expectations at the beginning of the project could have been mitigated with more flexibility and improved accompaniment during the project. The requirements for the indicators in particular were considered very demanding, especially in terms disaggregation of data by indigenous identity and age. Requirements related to the use of the USAID logo and color scheme were also perceived as very strict and inflexible. The physical presence of USAID representatives in the territories could also have been more frequent. A USAID representative was only present in the field on two occasions during the life of the project. This resulted in a lack of understanding of the distances between locations, the implications of mobilizing in the territories and other operational issues that affected the management of the project, which generated a perception that they were not adequately addressed by USAID. It is recommended that requirements and procedures be simplified and that field visits be made at least twice a year, or inserted into planned activities, to facilitate the effective and efficient development of projects with non-traditional partners.

One specific avenue recommended for consideration is to continue and increase the use of flexible contract instruments, such as the Fixed Amount Award, which provides a margin of flexibility and agility in the use of financial resources to implementing partners, and decreases the administrative burden of financial and accounting reporting. With respect to the use of Fixed Amount Awards, it is recommended that projects with too many milestones to deliver are not overloaded to avoid an administrative burden that does not contribute to the implementation of the work. It is also recommended that a good number of administrative milestones be identified which would allow adequate financial flow for cash flow stability.

3) Make more direct investments in Indigenous Peoples and Local Community organizations and expand the geographic scope of its support in the region, taking advantage of collaboration with non-traditional partners to ensure that investments reach closer to the ground.

This project demonstrated that significant results can be obtained from direct investment in PPII and CCLL organizations. Therefore, it is important for USAID to dedicate specific resources for investment in PPII and CCLL projects, in line with USAID's Pro-Indigeneity and Localization policies, to reduce the current (very high) barriers for non-traditional partners to access funding. Funding PPII and CCLL organizations is a cost-effective and lower-risk solution, given these organizations' in-depth knowledge of local dynamics on the ground. However, scaling up the impact of these investments will require larger amounts and consideration of a wider range of geographies, including regional efforts such as AMPB. Given that this project was executed through the USAID office in Guatemala, some interviewees stated that they perceived less attention from USAID to project initiatives being carried out in the other countries in the region and that there was a lack of understanding by USAID representatives of the regional character of AMPB. This project was a first attempt to "regionalize" more at USAID, which is appreciated, but more can be done. For example, it would be valuable to provide opportunities for the USAID mission in Honduras to learn more about AMPB and FEPROAH to explore opportunities for collaboration.

RFU

1) Ensure that there are people with exclusive dedication and sustainable workloads.

There is widespread recognition that RFUS played a key role in the successful management of the project and achievement of the objectives. However, one limitation of the project that some argue RFUS could have helped to address was the lack of full-time staff and reasonable workloads on the project team. When Didier Devers left as the project's second COP, Joshua Lichtenstein of RFUS took over as COP, but he had many other responsibilities outside the project that prevented him from accompanying him to the degree needed. When Fatima Aguado was chosen as DCOP, she assumed the position without leaving her role as MECLA officer for 8 months. Similarly, Abdel Garcia joined the project as a DRM specialist, but became a MECLA officer without leaving his DRM role. These double workloads created unnecessary stress during the project and the cost of over-compliance was very high.

One concrete suggestion to improve this dynamic is to ensure that future project teams have an appropriate management unit with at least a director, deputy director, coordinator, administrator, communicator and subject specialists.

2) Be proactive in assuming the role of negotiator with USAID.

RFUS was actively involved in the initial project negotiations with USAID. However, it has been suggested that they could have taken better advantage of their position as a U.S. organization to improve the terms of the project. Given their cultural and institutional power U.S. cooperation, they are in a stronger position to communicate the concerns of territorial stakeholders to USAID and negotiate more favorable agreements.



ANNEX

ANNEX 1: LIST OF INTERVIEWEES AND FOCUS GROUP PARTICIPANTS

Entrevistados

No.	Fecha	Lugar	Nombres y apellidos	Organización	Cargo	Nacionalidad	Etnia
1	6-8-24	Zacatlán MX	Ajb'ee Jiménez	USAID-Guatemala	Agreement Officer's Representative (AOR)	Guatemalteco	
2	7-8-24	Zacatlán MX	Byron Alonzo	Utz Che'	Director técnico	Guatemalteco	Mam
3	19-8-24	Virtual	Isabel Pasos	CMLT	Secretaría Técnica	Nicaragüense	
4	20-8-24	Virtual	David Nicoya	FTM	Director financiero (previamente gerente de AMPB)	Nicaragüense	
5	20-8-24	Virtual	Aracely Abac Cochoy	USAID-Guatemala	Especialista en PPII	Guatemalteca	
6	20-8-24	Virtual	Yovani Alvarado	Utz Che'	Director	Guatemalteco	Shinca
7	20-8-24	Virtual	María Pia Hernández	FTM	Gerente	Nicaragüense	
8	21-8-24	Virtual	Freddy Miranda	FTM	Director de proyectos	Costarricense	
9	22-8-24	Virtual	Catalina Trejos	EML	Coordinadora de comunicaciones	Costarricense	
10	22-8-24	Virtual	Marcial López	EML	Directos y fundador	Nicaragüense	
11	22-8-24	Virtual	Maribel Arango Giraldo	AMPB	Coordinadora de comunicaciones	Colombiana	
12	23-8-24	Virtual	Amalia Hernández	FEPROAH CMLT	Presidenta Mujer Líder	Hondureña	Lenca

No.	Fecha	Lugar	Nombres y apellidos	Organización	Cargo	Nacionalidad	Etnia
13	26-8-24	Virtual	Jorge Irán Vásquez	EML	Facilitador técnico y de monitoreo	Nicaragüense	
14	26-8-24	Virtual	Levi Sucre	AMPB	Director General	Costarricense	Bribri
15	27-8-24	Virtual	Jorge Mora	FTM	Oficial de MECLA	Costarricense	
16	27-8-24	Virtual	Marvin Sotelo	AMPB	Secretario Técnico	Nicaragüense	
17	27-8-24	Virtual	Jacqueline Labert	AMPB	Coordinadora de administración y finanzas, miembro de Secretaría Técnica	Nicaragüense	
18	27-8-24	Virtual	Jennifer Martínez	AMPB	Responsable de contabilidad	Nicaragüense	
19	28-8-24	Virtual	Didier Devers	Equipo del proyecto B'atz	Chief of Party (abril 2021-abril 2022)	Belga (reside en Guatemala)	
20	28-8-24	Virtual	Lizany Zuñiga	ACOFOP	Asistente Financiera	Guatemalteca	
21	28-8-24	Virtual	Walter Aroche Arriaza	ACOFOP	Director administrativo financiero	Guatemalteco	

Participantes en grupos focales

No.	Fecha	Lugar	Nombres y apellidos	Organización	Cargo	Nacionalidad	Etnia	Edad
1	6-8-24	Zacatlán MX	Nidia González	Red Mocaf	Co facilitadora	Mexicana	Mestiza	32
			César Juan	Red Mocaf	Co facilitador	Mexicano	Otomí	23
			David Rodríguez	FEPROAH	Co facilitador, miembro de junta directiva de su cooperativa local (El Palisal)	Hondureño	Lenco	30
			Nazareth Henríquez	FEPROAH	Co facilitadora	Hondureña	Mestiza	38
			María Irma Torres	Utz Che'	Co facilitadora, presidenta del grupo de mujeres	Guatemalteca	Maya achis	29
			Rony Misael Ramos Chen	Utz Che'	Co facilitador, miembro del comité de su comunidad	Guatemalteco	Maya achis	38

No.	Fecha	Lugar	Nombres y apellidos	Organización	Cargo	Nacionalidad	Etnia	Edad
2	21-8-24	Virtual	Silvia Yojana T. Ordoñez	Utz Che'	Facilitadora	Guatemalteca		
			Ossiel Torres	Red Mocaf	Facilitador	Mexicano		
3	11-9-24	Virtual	Joshua Lichtenstein	Rainforest Foundation US	Director de incidencia y COP	Estadounidense		
			Fátima Aguado	Proyecto B'atz	Deputy COP	Nicaragüese		
			Abdel García	Proyecto B'atz	Oficial MECLA, Especialista en GDR	Nicaragüese		
			Anielka Rodríguez	Proyecto B'atz	Especialista en GDR	Nicaragüese		



ANNEX 2: LIST OF DOCUMENTS REVIEWED

Initial proposal

Mid-term evaluation session reports

- Pause and Reflection 1 (August to October 2022)
- Pause and Reflection 2 (July 2023)
- Interim Evaluation (April 2024)

MECLA system documents

- Activity Monitoring, Evaluation, and Learning Plan
- MECLA Instructions
- Technical milestones

Management tools developed during the project

- AMPB Institutional Strategic Plan
- Regional Gender and Climate Change Plan
- Community Risk Management Plans

Event reports

- II Summit of Indigenous Women of Mesoamerica (May 2024)
- Dialogue on the Impact of Direct Territorial Financing to Indigenous Peoples and Local Communities in Mesoamerica (February 2024)

Newsletters

- November 2023
- March 2024
- June 2024

Key documents of the Mesoamerican Territorial Fund

- Call for 2023
- Operations Manual
- Function Manual
- Bylaws
- Conceptual Basis - AMECLA
- Fundraising Strategy

Mesoamerican School of Leadership Key Documents

- Disaster Risk Management Guide
- CoFacilitator's Notebook
- Incidence plan
- Teaching-Learning Model in Disaster Risk Management
- Systematization of the Tailor's Risk Management Model



ANNEX 3: DATA COLLECTION TOOLS

See [here](#).

