

**UNDEF**



The United Nations  
Democracy Fund

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS  
DEMOCRACY FUND  
Contract NO.PD:C0110/10**

**EVALUATION REPORT**



**UDF- HON-09-342 – Honduran Youth for Democracy**

**Date: 21 February 2014**

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## I. Executive Summary

### (i) Project Data

This report is the evaluation of the project in Honduras entitled “Honduran Youth for Democracy.”<sup>1</sup> It was implemented by *ProgettoMondo Mlal* (PMMAL) in collaboration with the partner organization *Centro de Desarrollo Humano* (CDH) from April 1, 2011 to July 31, 2013.<sup>2</sup> The project benefited from a UNDEF grant of \$US300,000 and aimed to contribute to an improved social and political involvement and participation of the Honduran youth. Accordingly the strategic approach was to achieve the following three key outcomes:

- Municipal youth organizations created, strengthened, and capable of developing local programs for the democratic participation of youth in Nacaome and Choluteca.
- Municipal youth policies are drafted and approved through the strengthening of Municipal Youth Commissions and Municipal Youth Networks in Choluteca and Nacaome.
- Municipal youth organizations and regional youth networks in the municipalities of Choluteca and Nacaome have been authorized to head the lobbying plan, promoting youth participation in social initiatives in each context.

The project sought to reach the following groups of beneficiaries;

- Direct beneficiaries: Youth (largely aged 15–30) and youth organizations.
- Indirect beneficiaries: Parents, teachers, local authorities, and journalists.

### (ii) Evaluation Findings

The project successfully implemented several **relevant** components that were consistent with the needs of the social and political context of Honduras, with its diminished capacity for executing public policies. It brought the issue of youth rights and political advocacy to the fore with a gender-equity and social-inclusion approach. This approach addresses the needs of the beneficiary population, empowering youth organizations and networks and improving the quality of young people’s social and political participation at the local level. The participatory drafting of public agendas and policies in the municipalities of Choluteca and Nacaome has furthered social and political action among youth. A more in-depth analysis of risk factors, however, would have fostered greater openness and buy-in on the part of the authorities and yielded better results from political advocacy.

The project’s good level of **effectiveness** is reflected in its achievement of excellent, tangible results. The good design of participatory methodologies involving the use of appropriate monitoring and assistance mechanisms facilitated the mobilization and creation of 57 youth organizations, the formation of municipal youth networks and commissions, and the development of the *Movimiento Juvenil del Sur* (Southern Youth Movement). The training provided informed and educated beneficiaries about their rights, thus strengthening youth leadership and associationism. The views of many parents, teachers, and journalists about the role of youth in society have changed, and they have supported their children’s participation in the various activities, encouraging in particular the involvement of young adults. The materials produced by the project are outstanding, and they are being used in community replications of the training courses. Systematizing the development and

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<sup>1</sup> *Jóvenes Hondureños para la Democracia* (Honduran Youth for Democracy)

<sup>2</sup> According to the project document (contract signed on March 22, 2011). The project received a 4-month extension. It ended on July 31, 2013

strengthening of youth networks has the potential for application in other institutions wishing to promote the organizing of civil society.

The project had a highly satisfactory degree of **efficiency**, ensuring efficient, transparent management that has enabled it to maximize the use of human and financial resources. The creation of the PMMLAL–CDH consortium ensured the project's good strategic and operational management and monitoring of its execution. The organizations' prior experience in the region facilitated linkage with other projects under way in the same geographic area. The technical teams and consultants that were hired were both committed and professional in their performance. The four-month extension gave the youth organizations time to better organize the development of municipal networks. The budget execution rate was 98.89%, confirming an excellent cost-benefit ratio.

The project had a highly significant **impact**. Some achievements were more visible, but some processes, while no less important, needed more time to consolidate their effects. The project's impact in terms of youth empowerment is clear, both in personal terms (restoring confidence and self-esteem, developing critical awareness, informing young people about their rights) and strengthening the collective capacity to organize, work as a team, and exercise leadership. The creation of the sector and municipal networks is an excellent indicator of young people that are organized and aware and capable of representation and participation in local affairs. The collective development and adoption of public agendas and policies with a rights approach opens new vistas for progress in forging a dialogue with the authorities and policymakers. Although this component has had less of an impact than expected, the project has paved the way for the promotion of this process in future intervention phases. Evidence of this is the involvement of the Interinstitutional Committee and Casa de la Juventud, along with journalists and relevant media.

The evaluation of the project's institutional, technical, and financial **sustainability** is entirely positive. The partner organizations have collaborated for years, sharing a strategic vision centered on institutional empowerment. Both organizations are known for their experience in gender equity, their promotion of youth rights, and their strengthening of youth organizing processes. Their diversified relations with international cooperation agencies have served to consolidate their financial sustainability. At the technical and institutional level, the project yielded results that support the continuity and replication of the initiatives in new communities. The youth networks and MJS are up and running; however, they must still consolidate their position and strengthen their operating capacity to ensure continuity and maximize their linkage and influence on local policy.

During this transitional period in Honduras, the **value added** provided by the UNDEF project is fostering youth leadership and associationism, especially in rural communities that have not yet had the opportunity to participate in this type of civic initiative. The creation of youth networks in the municipalities of Nacaome and Choluteca has encouraged youth involvement in the drafting of local public agendas and policies, offering tangible opportunities to organize and participate in local decision-making.

### ***(iii) Conclusions***

The conclusions drawn can be summarized as follows:

- **The project managed to put a new youth paradigm on the political and social agenda.** It contributed specific value added, raising awareness among young people about their rights and promoting gender equity as an essential component of democratic processes and the promotion of long-term change.

- The project **strengthened organizational capacity and associative forums for youth**, especially in rural areas. Although they still must be strengthened, the sector and municipal youth networks and *Movimiento Juvenil del Sur* represent opportunities to bring youth together and promote civic engagement that are greatly appreciated by the young people.
- The project confirmed the **interest in promoting youth volunteerism**, although it must be furthered by stable teams to permit sustainable strengthening of the networks.
- The **strategic approach and partnership** prioritized by the partner organizations are a model of best practice that ensures effective, transparent management with a high degree of professionalism and accountability and achieves a substantial degree of ownership among the beneficiary groups.
- The project provided new opportunities for youth participation in **public administration and political advocacy**. The drafting of public agendas and policies helped the adult population discover and appreciate young people's potential. Yet to be addressed is the challenge of creating more structured and balanced channels for dialogue and political advocacy with the authorities.
- The project raised many **expectations and demands among youth and communities** that could be the object of interinstitutional negotiation and dialogue between civil society and municipal authorities.

#### ***(iv) Recommendations***

The proposed recommendations may help consolidate the organizing processes that were begun and maximize the capacity of stakeholders and youth networks to engage in political advocacy.

- Support and plan initiatives designed to **consolidate the qualitative processes** launched under the project, which requires long-term efforts. It is highly recommended that a strategy for strengthening the youth networks and MJS be designed that includes technical assistance for creating bylaws, bolstering strategic, administrative, and financial capacities, and offering advice and assistance to secure funding and logistical support.
- Prioritize the development of a new **communication strategy** that gets journalists and the media involved in raising awareness among adults, the general public, and the political authorities.
- Make progress forging **alliances with strategic stakeholders** capable of meeting young people's educational and employment demands. These matters can be addressed in forums for social dialogue as a concrete issue for negotiation with local authorities.

## II. Introduction and development context

### **(i) The project and evaluation objectives**

The Honduran Youth for Democracy project<sup>3</sup> was implemented by *ProgettoMondo Mlal* in collaboration with the partner organization *Centro de Desarrollo Humano* (Center for Human Development) (CDH) from April 1, 2011 to July 31, 2013.<sup>4</sup> UNDEF provided a grant of US\$300,000, of which \$25,000 was retained for monitoring and evaluation purposes.

The project sought to contribute to improved social and political involvement and participation by Honduran youth in the departments of Choluteca and Valle by strengthening youth organizations and focusing more on youth in national and regional policies. This would be done more particularly by supporting the creation and/or strengthening of local youth organizations and enabling them to produce local programs for democratic youth participation; supporting the development of local youth policies through the creation of Municipal Youth Commissions (MYC) in the cities of Nacaome and Choluteca; and promoting local, regional, and national programs for greater youth representation and democratic participation.

The project strategy was built around three levels of expected outcomes (capacity building among youth leaders, institutional strengthening of youth organizations, and consolidation of social networking abilities). Special priority was given to gender equality. The project's beneficiaries were Honduran youth (aged 15–30) and youth organizations from urban, semiurban, and rural areas in the departments of Choluteca and Valle.

The evaluation of this project is part of the larger evaluation of Rounds, 2, 3, and 4 UNDEF-funded projects. Its purpose is to contribute to a better understanding of what constitutes a successful project, which will in turn help UNDEF develop future project strategies. Evaluations are also to assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.<sup>5</sup>

### **(ii) Evaluation methodology**

The evaluation was conducted by an international expert and a national expert, hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in early October 2013 (see Annex 2). After reading and analyzing them, they prepared the Launch Note (UDF-HON-09-342) describing the analysis methodology and instruments used during the evaluation mission to Honduras (Choluteca and Nacaome) from December 1 to 6, 2013. The evaluators interviewed project staff and members of the *ProgettoMondo Mlal* and CDH coordinating team. They also met with the project's beneficiaries (youth, parents, indigenous minorities, and CSOs). Since a media campaign was part of the project, the experts met with local TV reporters who observed how the campaign unfolded. Annex 3 contains the complete list of persons interviewed.

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<sup>3</sup> *Jóvenes Hondureños para la Democracia*

<sup>4</sup> According to the project document (contract signed on March 22, 2011). The project received a 4-month extension, ending on July 31, 2013.

<sup>5</sup> Operational Manual for the UNDEF-funded Project Evaluations, page 6.

### (iii) Development context

According to the 2010 Demographic and Housing Census conducted by the National Statistics Institute of Honduras (INE), the Honduran population numbers 8.1 million, 4,128,652 of it urban and 3,917,338 of it rural. Some 67.3% (4,992,792) of the total population are under the age of 30, and 54% (2,698,463) are youth aged 12-30. Just over half of young people (52%) live in rural areas. Honduras is one of the poorest countries in



**Publicizing the results of the Youth Study**

Latin America, with a Human Development Index (HDI) of 0.625, putting it in 121st place globally.<sup>6</sup> The high proportion of youth and the growth of the over-65 population, caused by high birth rates (26 per 1,000 population) and longer life expectancy at birth (73 years), are putting heavy pressure on basic social services, especially health and education.<sup>7</sup>

Although Honduran youth are better-educated than they were 10 years ago, Honduras ranks third in Latin America among the countries with the greatest educational inequality. Illiteracy in urban areas stands at 7.8% and average schooling, at 8.8 years,

the figures for rural areas being 22.3% and 5.7 years, respectively.<sup>8</sup> According to data from the Economic Commission for Latin America and the Caribbean (ECLAC), people must have 12 years of schooling to attain a basic standard of living in a country.<sup>9</sup> Net coverage of the third basic education cycle (grades 7-9) is 39% and of middle school (grades 10-12), 22.7%. Third-cycle coverage in rural areas is just 15.2%. School attendance drops sharply as age increases.

According to data from the Continuing Survey of Households 2008, only 36.7% of youth are employed. Some 30.1% study only and 25.4% neither work nor study. This latter group has little opportunity to enroll in flexible vocational training programs. Young people who both work and study are a minority (7.8%).

It is important to point out that 60% of Hondurans who emigrate are rural dwellers between the ages of 20 and 34. However, more than 20,000 return to the country each year following deportation. An estimated 1,225,270 young people are employed; 57.5% of them are salaried employees, 21.1% are self-employed, and 21.5% perform unremunerated work—that is, they do not receive a salary; these latter are mainly young men in rural areas who work for their family. The 41.33% of young people in the EAP have employment problems: 7.45% are unemployed, 4.75% are visibly underemployed, and 29.1% are invisibly underemployed. A full 70% of the unemployed population, or 67,343 people, are youth.

The political crisis of 2009 is another factor that has impacted the youth population, highlighting the fragility of Honduras' democratic system and the critical challenges to guaranteeing human rights. The crisis resulted in a highly polarized society and eroded citizens' trust in their institutions. In the face of this situation, the national government has committed to developing a national reconciliation agenda and adopting a National Human

<sup>6</sup>[http://hdr.undp.org/en/media/HDR\\_2011\\_ES\\_Complete.pdf](http://hdr.undp.org/en/media/HDR_2011_ES_Complete.pdf)

<sup>7</sup>[http://www.unicef.org/spanish/infobycountry/honduras\\_statistics.html](http://www.unicef.org/spanish/infobycountry/honduras_statistics.html)

<sup>8</sup> PNUD, 2011

<sup>9</sup> CEPAL, 1997, Panorama Social de América Latina



Rights Plan. It has also begun working on a citizen security policy that for the first time stresses prevention and recognizes the contribution of local governments. Violence has become another problem in Honduras, constituting the leading cause of death in the 15-29 age group. The second leading cause of death is adolescent pregnancy and the third, HIV/AIDS. HIV/AIDS prevention stands at 0.8%. Two out of three HIV/AIDS cases are diagnosed in the 20-39 year age group, indicating that many people are infected in adolescence.<sup>10</sup>

The problems of youth in Nacaome and Choluteca do not differ greatly from the national norm. Twenty-seven percent of the population in the municipalities of Nacaome and Choluteca are between the ages of 13 and 24, are unemployed, and have little opportunity to continue their education. This situation often leads young people to work in places where their rights are not respected or to migrate to other cities in search of better opportunities. The country has a National Youth Institute (*Instituto Nacional de la Juventud*), the National Youth Policy of 2007-2021, and requires every municipality to have a Municipal Youth Office. It also has a decree requiring municipal governments to allocate a budget for youth development. However, the municipalities take very little action to improve access to basic services such as education, health, housing, access to employment, sexual and reproductive health, violence prevention, etc., putting youth in a highly vulnerable situation in terms of rights.

“I have participated in project activities ever since they did the study to evaluate respect for youth rights and their enforcement. I was very motivated to participate in the project and learned a lot about the situation of young people. I was also able to travel to rural areas to help young people in their local networks, and am now assisting the board of the Nacaome Youth Network. During the presidential elections (November 2013), I ran for Alderman and had the good fortune to be elected. Young people will now have an ally in Nacaome’s municipal government.”

**Francisco Javier**

The situation in Honduras will change as the population aged 20 to 39 gains awareness, is empowered, and can organize and lobby government authorities to change its situation. The goal of *Jóvenes Hondureños para la Democracia*, financed by UNDEF, was to improve the situation of youth in society, promoting activities like those mentioned above.

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<sup>10</sup>[http://www.unicef.org/honduras/14241\\_16976.htm](http://www.unicef.org/honduras/14241_16976.htm)

### III. Project strategy

#### *(i) Project approach and strategy*

The project strategy fits within the priorities of the CDH program strategy. Its priority line of action is building citizenship and strengthening the capacity of youth and youth organizations for engaging in advocacy. Honduran society is marked by powerful generational discrimination against children, adolescents, and young adults. An adult-centric perception of young people prevails that considers youth violent and prone to gang activity, irresponsible, and incapable of making a commitment—an attitude often embraced by politicians and society as a whole. People forget one of the most excluded social groups with fewer opportunities—mainly young women in semiurban and rural areas. These situations are exacerbated by the fragmentation and lack of linkage among young people’s groups and by the negligible youth representation and participation.



**Francisco Javier**

In order to tackle these problems, the project endeavored to foster a more positive perception of Honduran youth in order to raise its social status and increase its recognition as a social group with specific rights and responsibilities. The project’s main objective was therefore to improve the social and political participation of youth in the municipalities of Choluteca (department of Choluteca) and Nacaome (department of Valle) by strengthening youth organizations, thus contributing to the promotion of regional and national youth policies.

The project strategy was built around three basic complementary components: (i) strengthening leadership capacity and organizational and training processes among youth in the two municipalities to make them aware of their rights and encourage them to get involved in participatory democracy; (ii) strengthening the capacity for political advocacy, supporting participatory preparation of youth agendas and the proposal of youth policies in coordination with the municipalities; (iii) institutional support for existing youth organizations, the creation of new organizations, and support for interinstitutional linkage and the development of municipal youth networks.

The methodological approach centered on the promotion of three types of processes: organizing, training, and political advocacy. The project’s strategic roadmap includes organizational mapping, a participatory study of the rights situation, a youth training program for capacity building, and the development of youth agendas and advocacy campaigns, as well as roundtables for drafting public policies and securing their approval.

The co-management model that was employed established the co-responsibility of the partner organizations, with PMMLAL responsible to the contracting party (UNDEF) and CDH, co-responsible for the project’s overall operations and administrative management. The two

organizations have a long history of collaborating on joint projects in the area, which fostered harmonization of their strategic approach in the execution of the project.

The direct beneficiaries were youth, largely aged 15–30, although in some communities, 12-year olds also participated. Despite the difficult situation, the project improved gender equity in the beneficiary groups. Out of the 1,480 members of the RAJUMCH, 860 are men and 620, women. RED ASJUMNA has 1,200 members, 650 of whom are men and 550, women. The project also mobilized numerous youth associations, some of which were already in existence and others that were created under the project. The project started out with 22 youth organizations and ended with 57. Teachers and parents participated in the awareness and training activities, which enabled them to offer support and monitor the project’s participatory training processes.



**Focus groups for needs assessment**

The strategy implemented yielded significant results, especially in terms of improving young people’s organizing capacity, which was visible in greater awareness of their civil rights and the capacity of the youth networks to engage in advocacy. The results of the diagnostic studies, training, and policy agendas that were prepared have been compiled and published in outstanding materials.

One component of the project strategy that could have been developed in greater depth was raising awareness among stakeholders who are guarantors of rights at all levels of government. Policymakers are generally unaware of the prevailing standards, which include opportunities for youth inclusion and participation in

decision-making. The situation in the two municipalities is very different. Opportunities for dialogue with local authorities have been greater in Nacaome than in Choluteca, where the mayor did not receive the young people at any time during project implementation. This component remains a challenge for future intervention stages.

## (ii) Logical framework

The table below presents the logical framework for the project's intervention: its activities, expected outcomes, and achievements; its objective; and the development objective pursued:

Activities	Expected outcomes	Project objective	Development Objective
<ul style="list-style-type: none"> <li>• Preparation of a participatory diagnostic study.</li> <li>• Mapping of youth organizations.</li> <li>• Selection and training of 44 young people for data gathering</li> <li>• Diagnostic study (567 key informants)</li> <li>• 6 events to publicize the diagnostic study</li> <li>• Publication and distribution of 1,000 copies (2 events)</li> <li>• 247 youth leaders (117 women and 130 men) participate in the creation of associations.</li>   <li>• Creation of Municipal Youth Commissions (MYC) and Municipal Youth Networks (MYN) in the municipalities of Choluteca and Nacaome.</li> <li>• Leadership, lobbying, promotional skills and techniques of 150 young people strengthened.</li> <li>• 30 youth organizations authorized to take part in local government</li>   <li>• Design and implementation of the program to train 135 youth leaders and 35 municipal and other public officials who participate in the MYCs.</li> <li>• Support for the municipal networks of the municipalities of Orocuina, Apacilagua, Morolica, Liure, Amapala, Langue, and El Corpus.</li> <li>• Preparation (by MSJ) of 6 project profiles submitted to the national government through SAG.</li> <li>• Launch of a local/regional network of youth associations, with the design of an agenda and work plan.</li> <li>• Public awareness campaign</li> </ul>	<p>1. Municipal youth organizations created, strengthened, and capable of developing local programs for the democratic participation of youth in Nacaome and Choluteca.</p> <p><i>22 existing organizations strengthened in Choluteca; 8 new organizations created in Nacaome and 15 in Choluteca.</i></p> <p>2. Municipal youth policies are drafted and approved through the strengthening of Municipal Youth Commissions and Municipal Youth Networks in Choluteca and Nacaome.</p> <p><i>Approval of the Comprehensive Youth Development Policy of the Municipality of Choluteca (16 projects) and the Municipality of Nacaome (21 projects).</i></p> <p>3. Municipal youth organizations and regional youth networks in the municipalities of Choluteca and Nacaome have been authorized to head the lobbying plan, promoting youth participation in social initiatives in each context.</p> <p><i>57 grassroots youth organizations in Choluteca and Nacaome (100%) are members of Movimiento Juvenil del Sur (MJS).</i></p>	<p>The project will help improve the social and political participation of Honduran youth in the departments of Choluteca and Valle by strengthening youth organizations, contributing to youth involvement in national and regional policies.</p>	<p>Contribution to greater opportunities for the participation of Honduran youth.</p>

## IV. Evaluation findings

### (i) Relevance

Through interviews and field visits, the evaluators observed a number of positive relevant factors.

In the debilitated social and political context of Honduras, marked by poor capacity to implement public policies, the project managed to put the issue of youth rights on the political and social agenda and include it in the public policy of the municipalities of Choluteca and Nacaome. The project addressed the issue of youth participation from a broader perspective, improving opportunities for youth participation and their recognition as individuals with rights and social actors through an approach stressing gender equity and social inclusion. The project fostered youth leadership development and the empowerment of youth organizations, demonstrating coherence



Mapping of existing local organizations

with the regulations of the Framework Law for Comprehensive Youth Development. Decree 260-2005 (*Ley Marco para el desarrollo integral de la Juventud. Decreto 260-2005*) and the strategic lines of action prioritized in the National Youth Policy 2007-2021 (*Política Nacional de la Juventud 2007-2021*), the latter of which calls for youth empowerment through citizen's participation and access to their rights. These two instruments could have been used to inform policymakers of their obligations as “guarantors of rights” and create opportunities for youth participation in local governance.

The project objectives were consistent with the strategic options prioritized by PMMLAL and CDH, which are heavily focused on promoting the exercise of young people's rights and the strengthening of networking, empowering youth as political and social stakeholders able to influence policy.

Relevance in the selecting the beneficiary population and geographic intervention areas derived from the prestige and prior experience of the social organizations in the Southern Region. The project capitalized on existing relations with youth groups and organizations and other civil society stakeholders, families, the educational system, and the media. Organizing the networks created synergies and fostered collaboration with other actors involved in promoting civic engagement. This approach turned out to be highly relevant, since strengthening young people's human development and access to education, decent work, violence prevention, and justice calls for the mobilization of all societal stakeholders. The young people understood this and commented that it was very motivating to feel that they were not alone but supported by other committed groups and stakeholders. They recognized that this project was different from the rest, since, *“it comes to communities and villages to help us fight discrimination. The training has made us see that young people can grow. We are now convinced that we have the ability and the will to change our situation; we just need opportunities.”*

The project strategy shows the coherence between the three basic components addressed in the project (strengthening through training; organizing capacity, and political impact) and the relevance of the methodological approach employed to meet the objectives pursued. The initiatives to empower youth leaders and networks were a response to the needs identified in the participatory diagnostic study. Prioritizing volunteerism as an opportunity for participation really motivated the young people involved and they took full advantage of the experience. Involving the media and journalists committed to promoting civil rights helped get the issue on broadcasts with a large audience that had a real influence on the general public. Furthermore, the mechanisms to ensure close monitoring and assistance through the continuing presence of youth facilitators and technical staff in the communities turned out to be key strategic factors in advancing the processes promoted.

Considering that strengthening political advocacy was one of the three basic components of the project, this aspect could have been addressed in greater depth. Youth participation in public affairs will be fostered or determined insofar as political authorities, and especially policymakers, are aware of their obligations as guarantors of rights and as the people responsible for enforcing the existing legal framework, and at the same time, are capable of committing to a coherent policy that offers youth opportunities for dialogue and participation. The project document could have included a more relevant analysis of these risk factors, which would have facilitated the development of a relevant, concrete strategy to raise awareness among the authorities—one that was capable of yielding better outcomes in this component.

Finally, it should be noted that gender equity was one of the project’s cross-cutting components, offering young people opportunities to improve the quality of their democratic participation. The participants commented with satisfaction that *“despite the cultural prejudice in rural areas, where we have long been taught that ‘women’s place is in the home and men’s is in the workplace,’ and the fact that some girls don’t want to participate because they don’t want to take time away from their household chores’...* the project managed to achieve equitable participation by young women and men. It enlisted the support of their families and, today, many young women hold positions of responsibility in the youth networks.

**(ii) Effectiveness**

The project strengthened several effectiveness factors as a result of its outstanding capacity to implement the activities and achieve the outcomes and objectives initially identified. The



**Values training group for young people**

first component was geared to strengthening *organizing processes*. Here, the project conducted a participatory diagnostic study of the youth rights situation. The data collected enabled it to identify what rights needed greater attention, providing youth from the Nacaome and Choloteca networks with systematized knowledge and real data that could be presented formally to any public or private organization. This study was published and shared with local authorities in every community involved.

The associative capacities of youth were strengthened through participatory

processes, involving 247 young leaders in the identification and creation of associations. In Choluteca, 22 organizations were identified and 15 new ones created. In Nacaome, which had not significant experience with youth participation, the first 8 organizations were created. By the end of the project, 20 youth groups had been organized; 13 of them were student governments that fight for young people’s right to an education; 4 of them, communication networks that defend the right to freedom of expression; and 3 of them, groups of performers that promote and defend the right to recreation, art, and culture.

The second project component supported *training processes*, with the goal of informing and educating young people about their rights, thus strengthening youth leadership and participation. To this end, CDH developed a participatory training methodology that was implemented by youth facilitators, which motivated young people to participate and tackle these issues. The challenge was not only to give them the opportunity to know and understand their rights but for them to exercise them and share that information with other young people. In the interviews and group meetings, the young people stated that the workshops had “awakened them,” since many of them had been unaware of their rights and

“Our children are no longer afraid to speak their mind or demand their rights. They’ve learned to behave respectfully at home and in school and get more involved in their communities.” This is why we’d like to learn what our children are learning: to show our support and know what they know.”

**José García and Dora, parents of three young people participating in networks in the community of Moropocay, a village in Nacaome.**

had been unconscious of the violations and undermining of their rights. Parents, teachers, and journalists all mentioned the positive results that the project had achieved with youth empowerment, enabling young people to put the issue of youth rights squarely on the local social and political agenda.

The project trained more than 180 members of youth organizations in the topics of leadership, social and political strengthening, lobbying, and the development of promotional skills and techniques. Although the project sought to reach a target population aged 15–30, 90% of the participants were between the ages of 15 and 20, and some were under 15 (12–15). One of the

challenges in this project was finding people over the age of 20 in rural communities, as people of that age have often emigrated, gotten married, or simply have other priorities. It might be a good idea to determine whether, in the future, the target ages should be 13–25. Another marked success is the percentage of girls involved, which exceeded the expected outcomes. This was accomplished thanks to use of girl facilitators, who went house to house inviting young women in their communities to participate, putting parents at ease so that they would allow their daughters to participate in the training activities. The project also covered the cost of participation for one mother from the community, so that she could chaperone a group of girls when the training was held outside the community.

The third project component centered on the strengthening political advocacy capacity. The project was very successful in empowering youth networks in Nacaome and Choluteca, even though there had been little time for this phase. It improved lobbying and advocacy skills, as well as the networks’ interinstitutional liaison and organizing capacity. The MYC are up and running in both municipalities after receiving training and materials to support the drafting of political advocacy plans. Local groups and sector and municipal networks make up the *Movimiento Juvenil del Sur* (MJS), which also mobilizes other municipal networks in the municipalities of Orocuina, Apacilagua, Morolica, Liure, Amapala, Langué, and El Corpus. MJS is comprised of 9 municipal youth networks with a total of 3,909 members (1,722 women, or 44%; and 2,187 men, or 56%). MSJ also organized the Exercising the Power of Youth campaign to raise awareness among the general public and state institutions about of

young people’s right to participate and the need to provide opportunities to encourage the exercise of that right, especially in matters related to local governance.

In this component, however, the success achieved depended to some extent on the situation in each municipality. The Nacaome network opened channels for dialogue with local authorities, which led to the drafting of a youth policy that was accepted by the municipal government and is awaiting the allocation of a budget. Not so the efforts of the Choluteca network, which, despite repeated attempts, has not been able to meet with the mayor. This component still needs strengthening. Although young people are organized and have opportunities to participate, they do not always receive a favorable reception that would enable them to dialogue effectively with the authorities. The project needs to plan new public awareness activities targeting the groups that serve as the guarantors of rights—not only public officials but policymakers—to make them aware of the obligations spelled out in the current regulations so that they begin to listen to the youth networks and collaborate with them. The networks, in turn, must improve their internal procedures and ability to connect with the authorities if they are to achieve tangible results and prevent discouragement and frustration among their members. It should not be forgotten that the youth networks rely on volunteerism, which is an extremely positive factor. However, youth leaders have expressed concern about its limitations. Many volunteers cannot participate in every meeting due to the cost of getting there. This has led the Nacaome network to suspend its meetings and prevented MJS from holding the intermunicipal committee meeting. The challenge is even greater now that UNDEF support has ended.

“We want the mayor’s office to help us with economic issues. We want to work, create microbusinesses. Sometimes adults think that by handing us a lollipop, they’re fulfilling their obligations to youth. What we need is jobs. Many of us are professionals. We have a degree but can’t find work. All of us want a job, something that isn’t domestic service.  
**Maite, a member of RAJUMCH**

Finally, a major achievement was systematization of the building and empowerment of youth networks. Information in this regard is available in hard copy and on the CDH website. It is an extremely valuable resource, providing institutions wishing to join a network with a model to follow and replicate in other communities and/or departments of Honduras.

**(iii) Efficiency**

The **efficiency** with which activities were implemented and project outcomes achieved was highly satisfactory. With competent human resources and reasonable financial means, the project succeeded in supporting organizational processes in numerous youth organizations committed to democratic values and citizenship building.

The co-responsibility agreement between PMMLAL and CDH was a very sound option, yielding very positive and tangible benefits. The focus of this collaboration is institutional strengthening. In a bipartite agreement, the co-management model that was used spells out the technical and administrative responsibilities of each organization. The agreement was supplemented by other instruments, namely an Administrative Manual and an Administrative Management Memorandum, as well as general and annual operating plans (POG and POA, respectively). PMMLAL was the beneficiary organization that signed the contract with UNDEF, and CDH was co-responsible for the general operations and administrative management of the project. However, the two organizations assumed joint responsibility for policy implementation and operational execution of the activities planned, including supervision of the project’s methodological approach, monitoring, and technical assistance.



The team tasked with project coordination was small but highly competent, professional, and committed. During the first phase, a management expert was hired. This expert received ongoing support from a logistics expert (who also served a promoter and facilitator) and an administrator responsible for financial management, thus permitting efficient, transparent project management. The project also worked with a team of independent consultants, hired on an ad hoc basis, to meet the needs of each phase of the project. The coordination team regularly met every three months.

“My students enjoyed learning through the training sessions that were offered. The methodology was different from that of the traditional classroom; it was more participatory, enabling these young people to learn about their rights and share ideas about how to make these rights a reality in our communities.”  
**Ada, teacher at the Nacaome Agricultural School**

The beneficiary groups viewed the technical teams’ presence in the intervention area in a positive light, recognizing that the facilitators were accustomed to field work, were familiar with the communities, and operated in very remote areas. Many of the youth groups had never had access to training programs or opportunities for inclusion, since few initiatives reach these communities due to their geographic distance and remoteness.

The two organizations have been conducting empowerment and technical assistance activities for young people in southern Honduras for years, a factor that enhanced efficiency. Although the project document did not contain a detailed risk analysis, the

organizations’ intimate knowledge of the intervention areas offset this deficit, enabling them to tailor the initiatives to the specific characteristics and needs of the context.

Another factor contributing to the project’s efficiency was its linkage with other PMMLAL and CDH projects on complementary issues in the same geographic area. Specifically, the project was linked with two programs funded by the European Union: (a) Youth and Local Development Policies: Promotion of Local Policies; and (b) Networked Children: Strengthening the Rights Approach and Replication. This enabled it to capitalize on efforts and investments in professional resources, infrastructure, and equipment.

The budget approved by UNDEF for direct project costs was US\$275,000, of which US\$271,947.21 was executed. The budget execution rate was 98.89%, demonstrating good coherence with the budget requested. A major budget line (US\$53,400, or approximately 20%) was allocated to pay the consultants hired to conduct the diagnostic study, research, and training activities, which is consistent with the objective pursued. The largest budget line (41%) was allocated to training activities (per diem, location of classrooms, meals, transportation, lodging, etc.), one of the key factors in the project’s success. Given the enormous distances between the communities involved, it would have been unthinkable to ask young people to attend without offering them the security and comfort essential for working properly.

Finally, US\$36,779,79, or roughly 13% of the budget, was used for the production and dissemination of informational and teaching materials, including manuals, the website, brochures, T-shirts, posters, etc.— all of whose quality and content were excellent; these materials were very useful, especially for replication of the training in other communities. The report *Juventudes organizadas promotoras de cambio y tomadoras de decisiones: sistematización de una experiencia de promoción participativa de una democracia sustantiva en Honduras* (Organized youth as promoters of change and decisionmakers: systematization of a participatory experience to promote genuine democracy in Honduras) carefully documents the path followed in the strengthening processes and the mechanisms developed

during the drafting of political agendas and public policy proposals. Optimal resource use even allowed the project to hire an expert in quality control of these products.

Concerning the programmed implementation schedule, the project requested a four-month extension (until July 2013) with no change in the total budget, which UNDEF approved. Originally planned for 24 months, the intervention was implemented in 28 months. The reasons behind the request for an extension were essentially qualitative, since the aim was to advance the processes launched in remote rural communities that wished to participate to strengthen the MJS and in communities where the networks had encountered more difficulties. This required time for youth organizations formed in the new communities to organize as best they could and support the creation of municipal networks. It was also necessary to offer the same training in those communities. In addition, this process required technical assistance on the ground tailored to the characteristics of each municipality, taking into account the problems encountered by young people in establishing forums for dialogue with the local authorities (which was easier in Nacaome than in the municipality of Choluteca). At the same time, MJS, which was in the organizing process, sought to create other municipal networks that, while operating in the same territory (Southern Region), were new actors not initially identified as beneficiary groups. Specifically, four municipalities joined MJS, boosting its potential for advocacy in the region. In fact, the project managed to create a group of 56 new youth associations, 17 in Orocuina, 22 in Apacilagua, 8 in Morolica, and 9 in Liure, confirming the usefulness of the extension requested.

#### ***(iv) Impact***

The project had a very tangible and visible impact on the beneficiary populations. Some of its effects were highly significant and therefore, more tangible; others laid the foundations for the development of new paradigms and will need more time to mature, but they are no less important.

The *positive impact and direct achievements identified* include:

- The strengthening of young people's capacity to organize, exercise leadership, and defend their rights. The project capitalized on the enormous desire of Honduran youth to learn and become protagonists in their own development. The young people were satisfied and pleasantly surprised to see the changes they had achieved in so short a time. On a personal level, the project made them "believe in themselves," fostering new attitudes, restoring their self-esteem, and helping them develop critical thinking and know their rights. On a collective level, it taught them how to get organized and work as part of a team. "*I never imagined I could be so organized,*" commented one of the leaders of the Nacaome network, referring to the self-organizing and ownership processes that the project had developed with the young people.
- Youth leadership development, creating leaders capable of replicating the training and regularly traveling to other communities to train additional groups of young people. The leaders commented that this experience had been very important to them, as it had given them the opportunity to improve their knowledge, practice their leadership skills, and inform new groups of young people about their rights, the gender approach, sexual and reproductive health, violence prevention, and drug use. This dynamic opened up new opportunities for civic engagement while lending continuity to the project initiatives.
- The strengthening of organizational capacity by creating sector and municipal networks with their own rules, working committees, and commissions; this was not only an excellent indicator of organized youth but had a major impact in local forums for youth representation and participation. The grassroots youth organizations in Choluteca and Nacaome are members of the *Movimiento Juvenil del Sur* and are planning to form a

Regional Youth Network. At the same time, these young people have gained representation in *patronatos* (representative government entities), water commissions, local committees, the city council, the Intermunicipal Committee, and the *Mesa Nacional de Diálogo* (National Dialogue Roundtable).

- The MYC's joint development and promotion of public agendas and policies in the two municipalities as a result of the opportunities for organized participation. This resulted in the adoption of a public policy agenda in the two municipalities, although the municipal governments have yet to allocate the respective budget. In Nacaome, this is the first time that a youth policy with a focus on rights has been adopted.
- The involvement of journalists and relevant media, which helped bring the issue of youth rights to the public and publicize events and the youth agendas and policies. A group of well-known journalists is interested in broadcasting a series of radio programs involving young people; the purpose of the series is to create a new perception of youth and foster new paradigms of adult-youth relations to demonstrate the importance young people's civic engagement in democracy-building. CDH is putting together a project specifically designed to train journalists in this regard.
- Forums for dialogue with municipal authorities and policymakers, which have had less of an impact than expected. Nationally, the National Youth Institute (INJ) approved 20,000 lempiras (US\$1,000) for the ASJUMNA network to set up a community grocery store. In Choluteca, however, despite repeated efforts and the interviews and meetings scheduled, young people were unable to meet with the mayor during the course of the project. Despite the existence of an Interinstitutional Committee of state actors and civil society representatives that includes delegates from the youth networks, forums for dialogue with the local authorities are still very ineffective and virtually nonexistent. Contacts in Nacaome are more positive and channeled largely through the *Casa de la Juventud* [Youth Center]. The municipal government has offered a locale for network operations, but the young people have declined it, preferring to preserve their autonomy and not risk losing their independence. While the exchanges and contacts made might have an impact, this component clearly needs strengthening, especially if the goal is greater opportunities for political negotiation and dialogue with political authorities.

#### **(iv) Sustainability**

The project strategy included important factors that helped ensure institutional and financial sustainability. On an institutional level, the partner organizations shared a clear and coherent strategic vision of their partnership, which translated into highly positive institutional strengthening.

PMMLAL has been working in Honduras since 2005 and has forged a strategic partnership with CDH centered on a rights-based approach to engagement with youth. In this interinstitutional collaboration, CDH has received financial and technical support from PMMLAL, which has enabled it to strengthen its institutional dimension, empower its technical teams, and expand and consolidate its presence in the intervention areas. CDH recently served as head of the CDH-PMMLAL Consortium at several meetings of cooperation agencies. PMMLAL has served as counterparty in the projects, leaving leadership to the local NGO—a very clear indicator of its desire to institutionally strengthen the national organization.

CDH, in turn, commenced operations in 1985 with the goal of supporting sustainable development processes and assisting organized grassroots movements. Its *raison d'être* can

be summarized as work “by the people, with the people, and for the people.” The organization’s current objective is to promote the organizing and economic, cultural, and political empowerment of local stakeholders, mainly youth and women. CDH has been working in the department of Valle since 2007, employing a multistakeholder approach that has yielded a network of contacts and collaboration with actors with diverse profiles (grassroots organizations, NGOs, networks, movements, rural cooperatives, producers, teachers, religious leaders, etc.) working in different sectors. The organization also has many regional contacts in Latin America, all of which has enhanced its professional standing and experience, enabling it to benefit from the recognition of social and political stakeholders in the region. It has an outstanding circle of experts to support the activities of its various projects and excellent management and technical teams, which are highly trained and motivated. CDH maintains lasting relationships with its personnel, which lends continuity to its activities, and it has appropriate infrastructure for implementing its many activities.

Concerning its work with young people, capacity building was one of the project’s main lines of action, along with the promotion of youth leadership and support for the creation of municipal networks and youth organizations in the region. The leaders benefited from the training activities and replicated them in other communities, creating a multiplier effect that amplified the project’s impact.

Both the youth networks and MJS are up and running and have organized associations, local youth groups and/or sector networks. Young people know their rights, have drafted participatory policy agendas, and possess the conviction and commitment to pursue their roadmap until these agendas become public policies with an approved budget. They enjoy the support and assistance of PMMLAL and CDH in this process. Nonetheless, the youth networks and their operating capacity must be strengthened to ensure their continuity. For the moment, neither of the two networks has the legal status required to access public funding and ensure its autonomy. In terms of operating capacity, the RAJUMCH network in Choluteca has a small equipped office at CDH headquarters that serves as its center of operations. At this time, the ASJUMNA network in Nacaome lacks the resources to call its members together and space of its own to hold meetings. Furthermore, the young people must improve their skills and work mechanisms and learn to be more assertive and effective in pursuing the networks’ objectives. Forums for participation in decision-making are still very rare, especially in Choluteca. Although there is an Interinstitutional Committee of stakeholders involved in youth issues in which the youth network is represented, the committee lacks operating funds, and the effectiveness of its support from the municipal government is still unclear. Informing and empowering local authorities about the issue of young people’s right to participate in public affairs is one of the remaining challenges to creating effective sustainable forums for dialogue and political advocacy.

The partner organizations are fully aware of these challenges, which are addressed in the action planned for future activities and projects in the region. CDH has contacts and agreements with a number of financing agencies, both governmental (domestic and international) and nongovernmental (international civil society organizations), as well as private-sector stakeholders, who are helping to ensure the financial sustainability necessary for the continuity of the processes launched.

CDH, in consortium with PMMLAL, is currently drafting a proposal with the European Union to capitalize the initiatives under way with young people in this phase. The new projects have included and addressed the issues on the young people’s policy agendas (decent work, combatting gender violence, and unemployment) in greater depth. The purpose of JUDEMO—*Juventud y Democracia* (Youth and Democracy)—project is to provide assistance for youth activities in Choluteca and other departments in Honduras to develop skills and tools and bolster the work already done—and above all, to promote youth advocacy and

action in the implementation of public policy. In addition, OXFAM Quebec is interested in supporting initiatives in Nacaome. These initiatives are good indicators of the sustainability of the project's initiatives. Many of the CDH projects under way are receiving financial support from the EU, USAID, COUNTERPART International, Trocaire, Act Alliance, Christian Aid, the Spanish Agency for International Development Cooperation (AECID), the Canadian International Development Agency (CIDA), CESAL, and other financial partners. All of this reflects the health and potential for independence achieved by the national organization, which will undoubtedly foster continuity and beneficiary ownership.

**(v) UNDEF value added**

Statements by PMMLAL and CDH members and program beneficiaries indicate that UNDEF support made it possible to implement participatory consultative processes and develop youth networks in the municipalities of Nacaome and Choluteca, especially in rural communities often deprived of this type of civic initiative. The project strengthened youth associativity, encouraging parents, educators, and representatives from many local groups and organizations to get involved. A credible forum has been created that has led to the empowerment of local youth as agents of change able to participate in decision-making. These experiences undeniably contribute value added at this historic time in the country, fostering citizen ownership of democratic practices. At the institutional level, the project improved the training strategy.

I graduated a year ago with a technical degree and am president of the Choluteca network. I have to travel a long way to visit local youth networks, but I gladly and willingly do so, paying for my own transportation or meals. My family supports me and my community looks after me. As a young person, I'm an inspiration for other youth and motivation for parents to allow their children to participate in the networks. I'd like to find work near my community so I can continue supporting my youth network.  
**Angy Juliet, 21-year old from Choluteca**

## V. Conclusions

The evaluation team drew its conclusions and lessons learned from interviews and group meetings with the beneficiaries, experts, and other stakeholders involved in the project.

**(i) The project put a new rights- and gender-based paradigm of youth on the political and social agenda.** The empowerment of youth leaders has awakened a desire in young people to organize and actively participate in local public affairs in order to exercise their civil rights. The project thus contributes specific value added in the country's current context of sociopolitical transition, raising young people's awareness about their rights and promoting gender equity as a basic component of democratic processes. The idea is to promote long-term change that contributes to the development of a new perception of young people's place in society. Direct involvement by beneficiaries in the preparation of the diagnostic study and methodological and operational framework fostered ownership and achievement of the expected outcomes. This conclusion follows from findings on relevance, effectiveness and impact.

**(ii) The project boosted capacity and organizing opportunities for and with youth.** The support provided for the creation and training of sector and municipal youth networks and the creation of *Movimiento Juvenil del Sur* has yielded organized forums for civic engagement. Channels were opened for liaison and communication among many youth organizations in the two targeted municipalities, despite their very different situations and problems. These organizing processes have been extremely positive, since they solidly support youth associationism in rural areas. Organizational and managerial capacity are components that must be strengthened in youth networks to ensure their institutionalization and sustainably capitalize on achievements.

**(iii) The project confirmed the interest in promoting volunteerism.** The young people who have been trained and organized are highly motivated to continue working on a volunteer basis. They consider it essential to keep advancing the processes to empower young leaders and increase opportunities for youth involvement in political, social, cultural, community, and economic affairs. The importance of youth volunteerism notwithstanding, it would be worthwhile in the future to consider ensuring the continued presence of a small team of young people to guarantee the sustainable management and strengthening of the networks. This conclusion follows from findings on efficiency and sustainability.

**(iv) The project prioritizes a highly relevant strategic approach.** The partner organizations (PMMLAL and CDH) are implementing a co-management model based on mutual institutional strengthening. This strategic partnership is a model of best practice that illustrates the benefits of highly relevant complementary collaboration between a domestic and international NGO. The organizations have handled project management in a highly professional and responsible manner, achieving a very good level of ownership among the beneficiary groups. To this end, they have employed excellent management and monitoring instruments and displayed transparency and good governance, ensuring effective assistance at the local level. Furthermore, the track record and good reputation of these organizations in the region have created opportunities for intervention and maximized the achievement of outstanding results. This conclusion follows from findings on effectiveness, efficiency and impact.

**(v) The project promotes new forums for political advocacy.** The strengthening youth organizations and networks has opened opportunities for youth participation in public administration. The drafting of public agendas and policies by youth in the two municipalities is a highly significant achievement. In an adult-centric context, the project has raised awareness and mobilized many strategic allies, including civil society actors and media people. However, some sectors are still unresponsive and unaware of their obligations and responsibilities to youth. In order participate and influence public policy, young people must not only be convinced and trained to exercise their rights, but must find adults who are open to listening to them and authorities willing to create opportunities for political dialogue with youth. This rapprochement must still be strengthened. Although current legislation and the National Youth Policy provide for this, it is one of the pending challenges for adults and decisionmakers when it comes to empowerment. It is also one of the components that the project must bolster in future stages to keep young people from becoming discouraged and, at the same time, to create more structured and balanced channels for dialogue and political advocacy with the authorities. This conclusion follows from findings on effectiveness and impact.

**(vi) The project raised many expectations among youth and communities.** Learning about rights has created new expectations and demands among young people and their parents. On the one hand, young people want to ensure continuity for the initiatives that were implemented and expand the intervention area to other municipalities to form new youth organizations and disseminate the policy agendas. These proposals are very interesting in terms of sustainability and impact, but to be effective, they must have the means necessary to continue implementing the activities plans of the respective networks (which are already drafted but still lack a budget). On the other hand, the demand for relevant education for rural youth has been forcefully expressed by the young people and their parents, who want their children “not to have to leave in order to grow.” In some areas, the only educational program is the *Bachillerato* (high school diploma) and in others, the *Perito Mercantil* (public accountant), which, according to the young people, are overenrolled and have no possibility of creating new employment opportunities. They are asking for training in productive activities and support for developing microenterprises. Under the project, *Movimiento Juvenil del Sur* has submitted six projects to the central government through the Ministry of Agriculture (SAG) to promote entrepreneurship. The purpose of these projects is to generate collective youth self-employment and at the same time contribute to the financial sustainability of the youth networks. CDH intends to support these initiatives, which are now among the strategic priorities of several of its projects in the region. This conclusion follows from findings on impact and sustainability.

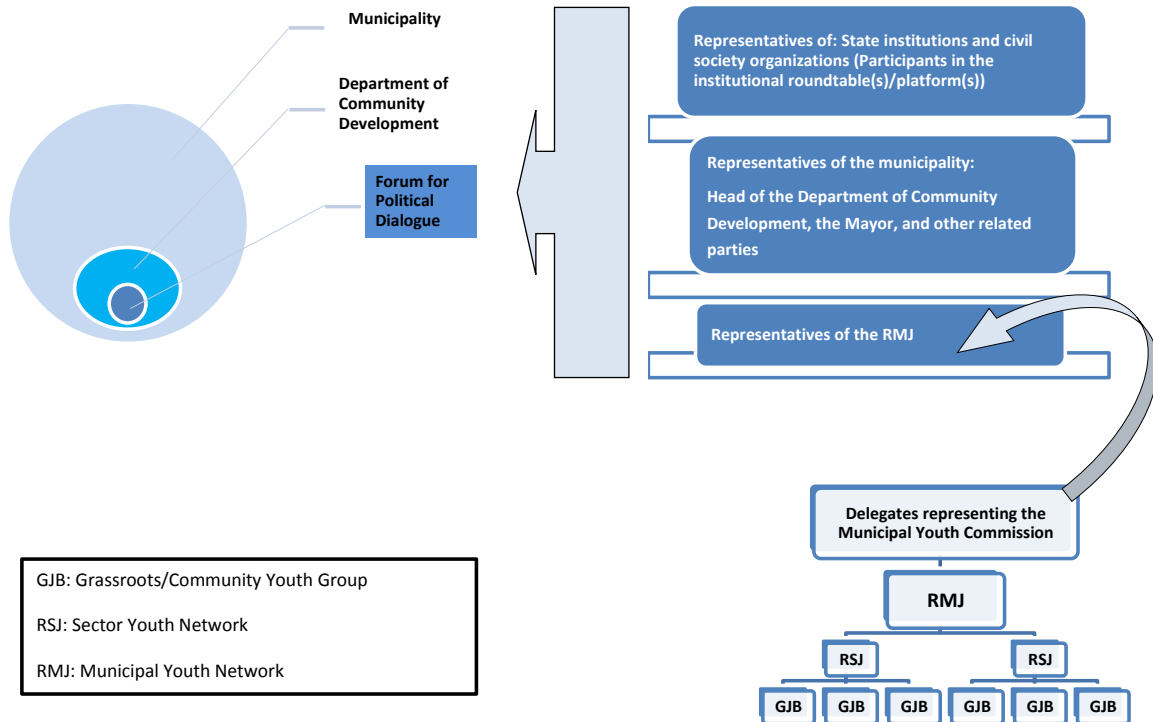
## VI. Recommendations

The achievement of the initial objectives was highly satisfactory. Therefore, the evaluation team is proposing only guidelines that could help consolidate the organizing processes that were launched and maximize the youth actors' and networks' advocacy capacity.

**(i) Support the consolidation of networks and organizing opportunities.** The project promoted the construction of qualitative processes over the long term. The development of new paradigms assumes changes in mentality and behavior that will need more time than the two years contemplated for project implementation. The approach and planning of the institutional strategy prioritized by PMMLAL and CDH include gradual and sustainable consolidation of the changes and processes begun. This institutional dynamic is the context for the recommendations proposed by the evaluation mission, and the recommendations focus on very specific aspects. It would be advisable to include the following in the strategy for strengthening youth networks and MJS: (a) assistance in securing legal standing as a means of gradually achieving institutional autonomy and sustainability; (b) information and training in the procedures employed in project development to improve the youth networks' ability to apply for funding and grants (joint participation with CDH in tenders); information and knowledge about agencies and/or public and private funding sources; (c) training in the use and design of instruments and procedures for improving strategic, administrative, and financial management; (d) guidance and assistance to obtain the logistical support that the youth networks and MJS are seeking. (See Conclusions i, ii, and iii).

**(ii) Devise a strategy that targets political authorities and decisionmakers to maximize the youth networks' advocacy capacity.** Raising awareness and providing training to the stakeholders who should serve as guarantors of rights is a priority for creating effective forums for negotiation and political dialogue between young people and the political authorities. To this end, it is important to plan more permanent structured forums for dialogue with local authorities—not only public officials but policymakers as well. This would require continued improvement of the youth networks' negotiation and political advocacy skills to raise their standing as valid participants in the eyes of political authorities. It would also require the development of a strategy to inform local authorities about their role as facilitators of permanent organized forums for dialogue between civil society and the State. The intervention plan should include a clear proposal on how to structure a vigorous forum for dialogue at the municipal government level (see diagram) that brings together and trains all stakeholders involved, a proposal that details the specific responsibilities, functions, and complementarity of each. This forum should be supported by a strategy that links strategic partners committed to joint efforts to promote the structural changes agreed on by young stakeholders, civil society groups and organizations, and public authorities. (See Conclusion v)





**(iii) Prioritize the development of a communication strategy** that includes journalists and media committed to the exercise and promotion of youth rights. Journalists can play an extremely important role in changing paradigms and communication models between adults and young people. PMMLAL and CDH are already considering this proposal, whose design should include: (a) training courses for journalists and other media people; (b) programs developed with young people and geared to adults, the general public, and political authorities. The objective should be to gradually inform these groups and make them aware of the changes needed to raise the social status of youth, creating forums for civic engagement and social inclusion. (See Conclusions i and v).

**(iv) Partnerships to meet young people’s demands for education and employment.** While the project’s direct objective was not specifically focused on these issues, the partner organizations have put them on their agenda and addressed them in other projects under way in the region. Taking a multistakeholder approach, both PMMLAL and CDH are considering strategic ways of creating synergies with other stakeholders to find solutions to these problems, especially jobs for youth. Since education and employment are problems of direct concern to young people and are part of the proposed policy agenda, they could be tackled in the forum for social dialogue (See Recommendation ii) as a specific area for negotiation with local authorities. (See Conclusion vi).

## VII. ANNEXES

### Annex 1: Evaluation questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> <li>▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</li> <li>▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</li> <li>▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>
Effectiveness	To what extent was the project, as implemented, able to achieve objectives and goals?	<ul style="list-style-type: none"> <li>▪ To what extent have the project's objectives been reached?</li> <li>▪ To what extent was the project implemented as envisaged by the project document? If not, why not?</li> <li>▪ Were the project activities adequate to make progress towards the project objectives?</li> <li>▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this?</li> </ul>
Efficiency	To what extent was there a reasonable relationship between resources expended and project impacts?	<ul style="list-style-type: none"> <li>▪ Was there a reasonable relationship between project inputs and project outputs?</li> <li>▪ Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>
Impact	To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?	<ul style="list-style-type: none"> <li>▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?</li> <li>▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?</li> <li>▪ Is the project likely to have a catalytic effect? How? Why? Examples?</li> </ul>
Sustainability	To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?	<ul style="list-style-type: none"> <li>▪ To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>
UNDEF value added	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc.).</li> <li>▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues?</li> </ul>

## Annex 2: Documents Reviewed

### Project documents:

- PO Note - UNDEF;
- Project Document;
- Mid-term and Final narrative reports;
- Milestone verification report (2);
- Project extension request form;
- Extension report;
- Financial report;
- Website: <http://www.progettomondomlal.org> and [www.centrocdh.org](http://www.centrocdh.org)

### Documents prepared within the framework of the Project:

- Human Development Center CDH & ProgettoMondo Mlal, 2013, *Juventudes organizadas promotoras de cambio y tomadoras de decisiones: sistematización de una experiencia de promoción participativa de una democracia sustantiva en Honduras*, Tegucigalpa, Honduras.
- Human Development Center CDH & ProgettoMondo Mlal, 2013, *Lecciones Aprendidas y Aprendizajes: summary of the lessons learned by the project main stakeholders (Youth, Local Actors, Education Institutions, NGOs, Municipal Authorities)*, Tegucigalpa, Honduras.
- Unión Europea, ProgettoMondo Mlal, COIPRODEN & Human Development Center CDH, 2012, *De la mano madres y padres por los derechos humanos. Educación en Derechos de la Niñez, para el protagonismo de niñas, niños, adolescentes y jóvenes*, MDC, Tegucigalpa, Honduras.
- Unión Europea, ProgettoMondo Mlal, COIPRODEN & Human Development Center CDH, 2012, *Manual para facilitadores. Promoción del protagonismo infantil para la demanda de los derechos de la niñez, adolescencia y juventud*, MDC, Tegucigalpa, Honduras.
- Unión Europea, ProgettoMondo Mlal, COIPRODEN & Human Development Center CDH, 2012, *Es tiempo de participar! Una gestión municipal para promover, proteger y defender los derechos de las niñas, niños, adolescentes y jóvenes*, MDC, Tegucigalpa, Honduras.
- Unión Europea, ProgettoMondo Mlal, COIPRODEN & Human Development Center CDH, 2012, *Sé cómo participar. Protagonismo infantil para la demanda de los derechos de la niñez, adolescencia y juventud*, MDC, Tegucigalpa, Honduras.
- Unión Europea, ProgettoMondo Mlal, COIPRODEN & Human Development Center CDH, 2012, *Manual para los docentes. Educación en derechos de la niñez para el protagonismo de niñas, niños, adolescentes y jóvenes*, MDC, Tegucigalpa, Honduras.
- RED-ASJUMNA, 2013 Política Pública de desarrollo Integral de la Juventud del Municipio de Nacaome, Nacaome, Honduras.

### Other documents:

- Ley Marco para el Desarrollo integral de la juventud, Decreto 260-2005, Diario Oficial, La Gazeta, 16 de enero 2006.
- Política Nacional de Juventud, 2007-2021, Por la ciudadanía plena, Instituto Nacional de Juventud, Presidencia de la República.

### Annex 3: Persons Interviewed

December 1, 2013	
Arrival, international consultant	
Coordination meeting, Luisa Aguilar and Sandra Gómez	International Consultant Local Consultant
Adelina Vásquez	Country Director CDH
December 2, 2013	
María Luisa Milani	Project Manager, PMMLal Project office, Italy
Silvia Ayon	Central American Coordinator – PMMLal, Nicaragua Project Implementing Agency
Adelina Vásquez	Country Director, CDH
Héctor Gerardo Herrera	Coordinator, Empowerment Component, Civil Society
German Reyes	Regional Coordinator – CDH Southern Region
Martha Edis Rodríguez	Administrator, CDH – Southern Region
Dilcia Rosario Izaguirre Aguilar	Technician, CDH Southern Region
Frances Meza	Technician, Organization and advocacy component CDH- Southern region
Cándido Josué Flores Contrera	Former Youth Technician
Anarda Yesenia Moreno	Deputy Director, Escuela Normal Mixta del Sur
Vilma Lila Salinas Motino	Chief of Human Resources, National University of Honduras in Choluteca
Cloris Patricia Ordóñez Gómez	Assistant Career Coordinator, National University of Honduras
Lilian Suyapa Moreno Silva	Academic Coordinator, National University of Honduras in Choluteca
Luisa María Aguilar	International Consultant
Sandra Gómez Ventura	Local Consultant
December 3, 2013	
César Rodrigo Osorto	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Anyi Julieth Lopez	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Edwin Alexander Oliva	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Allan David Martínez	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Kelvin Said Aguilera Casco	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Junior Núñez Galdámez	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Aníbal Francisco Mendoza Núñez	Member of RAJUMCH (Red de Asociaciones Juveniles del Municipio de Choluteca)
Samuel Armando Álvarez	Sector Network – Red NAJEPROC- RAJUMCH
Henri Isahi Flores	Sector Network – Red NAJEPROC- RAJUMCH
Alejandra Lizzeth Corrales	Sector Network – Red NAJEPROC- RAJUMCH
Wálter Andrés Flores Amador	Sector Network – Red NAJEPROC- RAJUMCH
José Fernando Portillo Berrios	Sector Network – Red NAJEPROC- RAJUMCH
Daniela Patricia	Sector Network – Red NAJEPROC- RAJUMCH
Ivis Josué Rodríguez	Sector Network – Red NAJEPROC- RAJUMCH
María Rufina Álvarez	Sector Network – Red NAJEPROC- RAJUMCH
Carlos Eduardo Euceda	Sector Network – Red NAJEPROC- RAJUMCH
María Luisa Milani*	Project Manager, PMMLal Project Office

Silvia Ayon*	Central American Coordinator – PMMLal
Héctor Gerardo Herrera*	Coordinator, Empowerment Component, Civil Society
Dilcia Rosario Izaguirre Aguilar*	Technician, CDH Southern Region
Adelina Vásquez*	Country Director CDH
José Suárez	Father of a beneficiary from Tapatioca-Rio, Choluteca, Community of Choluteca
Yudelis Elizabeth Flores Osotro	Sector Network – Red NAJEPROC- RAJUMCH
Jissel Marbely Ordóñez Núñez	Sector Network – Red NAJEPROC- RAJUMCH
Victor Manuel Flores García	Sector Network – Red NAJEPROC- RAJUMCH
Emiliano Osorto	Water Network
Enrique Álvares	President, local community committee
Christian Josué Flores Ramos	Sector Network – Red NAJEPROC- RAJUMCH
Erick Emmanuel Castillo	Sector Network – Red NAJEPROC- RAJUMCH
Hadys Anael Amador	Sector Network – Red NAJEPROC- RAJUMCH
Dereck Noé Amador Galeas	Sector Network – Red NAJEPROC- RAJUMCH
Elsy Fernando Reyes Alvarado	Sector Network – Red NAJEPROC- RAJUMCH
Franklin Osmonis García Lagos	Sector Network – Red NAJEPROC- RAJUMCH
Gerson Wilfredo Cruz	Sector Network – Red NAJEPROC- RAJUMCH
Irma Moltanvan	Mother of a beneficiary from Tapatioca-Rio Choluteca, Community of Choluteca
María Suyapa Molina	Mother of a beneficiary from Tapatioca-Rio Choluteca, Community of Choluteca
Santos Euceda	Father of a beneficiary from the community of San Martin. Community of Choluteca
José Melvin Suárez	Father of a beneficiary from the community of Tapatioca-Rio Choluteca
Victor Suárez	Father of a beneficiary from Tapatioca-Rio Choluteca, Community in Choluteca
Enriquez Álvarez	Father of a beneficiary from the community of San Martin. Community of Choluteca
Luis Ernesto Espinal	CIPE project facilitator
Mayra Antonio Fonseca	<i>Regidora</i> from the Mayor's office
December 4, 2013	
Dora Gutiérrez	Mother of a beneficiary member from the Zuniga Arriba-Moropocay neighborhood, Nacaome, Valle
Alba Luz Aguilar Oliva	Mother of a beneficiary member from the Zuniga Arriba-Moropocay neighborhood, Nacaome, Valle
Andrea García	Mother of a beneficiary member from the Zuniga Arriba-Moropocay neighborhood Nacaome, Valle
Brenda García Lainez	Mother of a beneficiary member from Zuniga Arriba-Moropocay neighborhood, Nacaome, Valle
Sonia Aguilar Oliva	Mother of a beneficiary member from the Zuniga Arriba-Moropocay neighborhood, Nacaome, Valle
José Marvin Castro García	Mother of a beneficiary member from Zuniga Arriba – Moropocay, neighborhood Nacaome, Valle
María Aracely Domínguez	Mother of a beneficiary member from the Zuniga Arriba-Moropocay neighborhood, Nacaome, Valle
Senovia Guevara Lainez	Mother of a beneficiary member from the Terrero Blanco neighborhood, Nacaome
Maríaluisa Milani *	Project Manager, PMMLal Project office
Silvia Ayon*	Central American Coordinator – PMMLal
Héctor Gerardo Herrera *	Coordinator, Empowerment Component, Civil Society
Dilcia Rosario Izaguirre Aguilar *	Technician, CDH Southern Region
Adelina Vásquez *	Country Director CDH

José Bernardino	Youth member of the Zuniga Arriba community
Elvin Danilo Aguilar	Youth member of the Zuniga Arriba community
José Aguilar	Youth member of the Zuniga Arriba community
Walter Laines	Youth member of the Zuniga Arriba community
Dénis López	Youth member of the Zuniga Arriba community
Jeny Gómez	Youth member of the Zuniga Arriba community
Idania López	Youth member of the Zuniga Arriba community
Yensy García	Youth member of the Zuniga Arriba community
Heidy Guevara	Youth member of the Zuniga Arriba community
Lizzeth García	Youth member of the Zuniga Arriba community
Delia López	Youth member of the Zuniga Arriba community
Cindy Alvarado	Youth member of the Zuniga Arriba community
Selvin García	Youth member of the Zuniga Arriba community
Paola Castro	Youth member of the Zuniga Arriba community
Sandy Rosalina	Youth member of the Zuniga Arriba community
Andrea García	Youth member of the Zuniga Arriba community
Feliciano García	Youth member of the Zuniga Arriba community
Escolástica Gómez	Youth member of the Zuniga Arriba community
Alba Luz Mejía	Youth member of the Zuniga Arriba community
Katherine Mejía	Youth member of the Zuniga Arriba community
Elvin Omar Cruz Mejía	Sembradores de Esperanzas Network
Bayron Radanni Núñez Canales	Youth Association Network for the Municipality of Nacaome
Marlon Alexander García Gutiérrez	Youth Association Network for the Municipality of Nacaome
Francisco Javier Ortez	Youth Association Network for the Municipality of Nacaome
Gilberto García	Father from Moropocay
Dora Gutiérrez	Mother from Moropocay
William Sánchez	ASJUMNA- Nacaome
Cindy Jissell Hernández Alvarado	ASJUMNA- Nacaome
Nery Domingo Guevara	ASJUMNA- Nacaome
Sonia Aguilar Oliva	ASJUMNA- Nacaome
Alba Luz Aguilar Oliva	ASJUMNA- Nacaome
<b>December 5, 2013</b>	
Maríaluisa Milani	Project Manager, PMMLal Project office
Silvia Ayon	Central American Coordinator – PMMLal
Héctor Gerardo Herrera	Coordinator, Empowerment Component, Civil Society
Dilcia Rosario Izaguirre Aguilar	Technician, CDH Southern Region
Adelina Vásquez	Country Director, CDH
Marlon Alexander García Gutiérrez	Finance Secretary, ASJUMNA youth network
Francisco Javier Ortez	Political Advisor to the ASJUMNA youth network
Allan David Martínez	RAJUMCJ member

<b>December 6, 2013</b>	
Week discussion, Report distribution. Luisa María Aguilar Sandra Gómez	International Consultant Local Consultant

\* These individuals accompanied the evaluation team during the interviews and field visits.

## Annex 4 : Acronyms

AECID	Spanish Agency for International Development Cooperation
AOP	Annual operations plan
ASJUMNA	Red de Asociaciones Juveniles Municipio de Nacaome
CDH	Centro de Desarrollo Humano
CEPAL	Comisión Económica para America Latina y el Caribe
CIDA	Canadian International Development Agency
CIPE	Centro de Investigación, Planeación y Evaluación
COIPRODEN	Centro de Investigación y Promoción de los Derechos Humanos
CSO	Civil society organization
EAP	Economically active population
EU	European Union
GOP	General operations plan
INE	Instituto Nacional de Estadística
INJ	Instituto Nacional de Juventud
MJS	Movimiento Juvenil del Sur
MYC	Municipal youth commissions
MYN	Municipal youth network
NGO	Nongovernmental organization
PMMLAL	ProgettoMondo Laico para América Latina
RAJUMCH	Red de Asociaciones Juveniles Municipio de Choluteca
REDNAJ-PEC	Red Nacional de Jóvenes
SAG	Secretaría de Agricultura y Ganadería
SYN	Southern Youth Network
UNDEF	The United Nations Democracy Fund
UNFP	United Nations Development Programme
USAID	United States Agency for International Development
YAN	Youth Association Network