



## EVALUATION OF THE EUROPEAN UNION EXTERNAL ACTION

### COUNTRY EVALUATION

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# EUROPEAN UNION COOPERATION WITH GUATEMALA 2007 - 2020

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## CONTENT

<b>content</b> .....	<b>2</b>
<i>list of abbreviations</i> .....	<b>4</b>
<i>Executive Summary</i> .....	<b>i</b>
<b>1. Introduction, context and methodology</b> .....	<b>1</b>
1.1. Introduction .....	<b>1</b>
1.2. Context.....	<b>1</b>
1.2.1. EU Cooperation in Guatemala .....	<b>2</b>
1.2.2. The Theory of Change of the 2007 – 2020 EU-Guatemala Program.....	<b>4</b>
1.3. Methodology .....	<b>7</b>
1.3.1. Scope .....	<b>7</b>
1.3.2. Evaluating Team .....	<b>7</b>
1.3.3. Methodology of the Evaluation .....	<b>7</b>
1.3.4. Evaluation Questions and Judgment Criteria (CJ) .....	<b>8</b>
1.3.5. Selection of the Sample of Projects .....	<b>9</b>
1.3.6. Collection Stage and Summary of Information .....	<b>9</b>
1.3.7. Limitations and Corrective Actions .....	<b>10</b>
1.3.8. Ethical Considerations.....	<b>11</b>
<b>2. Main Findings</b> .....	<b>13</b>
2.1. Strategic Relevance .....	<b>13</b>
2.2. Results .....	<b>16</b>
Justice.....	<b>16</b>
Food and Nutrition Security .....	<b>23</b>
Competitiveness .....	<b>28</b>
Support to Civil Society.....	<b>33</b>
Efficiency .....	<b>38</b>
2.3. Complementarity of EU Cooperation .....	<b>42</b>
<b>2. Lessons Learned, Conclusions and Recommendations</b> .....	<b>46</b>
3.1. Lessons Learned.....	<b>46</b>
3.2. Conclusions.....	<b>49</b>
3.3. Recommendations.....	<b>55</b>
<b>3. ANEXOS</b> .....	<b>61</b>
<i>Annex 1 Sectoral Intervention Logic</i> .....	<b>62</b>
<i>Annex 2 Sample of Selected Projects</i> .....	<b>65</b>

## INDEX OF FIGURES

<i>Figure 1. Total Amounts by Sector</i> .....	<b>2</b>
<i>Figure 2. Timeline of EU Cooperation in Guatemala, 2007-2020</i> .....	<b>5</b>
<i>Figure 3. Reconstructed Intervention Logic of the 2007 – 2020 EU - Guatemala Program</i> .....	<b>6</b>

<i>Figure 4. Evaluating Team</i> .....	7
<i>Figure 5. Evaluation Stages and Deliverables</i> .....	8
<i>Figure 6. Distribution of the Total Amount Contracted by the EU with Guatemala, Broken Down by MIP</i>	
38	

## INDEX OF GRAPHICS

<i>Graphic 1. History of Change, General Community</i> .....	15
<i>Graphic 2. History of Change, Peace and Justice</i> .....	17
<i>Graphic 3. History of Change, Academia</i> .....	17
<i>Graphic 4. History of Change, the Church</i> .....	20
<i>Graphic 5. History of Change, Human Rights Defenders</i> .....	21
<i>Graphic 6. History of Change, State Institutions</i> .....	22
<i>Graphic 7 History of Change, Food Security</i> .....	24
<i>Graphic 8. History of Change, Farmers</i> .....	25
<i>Graphic 9. History of Change, Seniors</i> .....	27
<i>Graphic 10. History of Change, Competitiveness</i> .....	28
<i>Graphic 11. History of Change, Youth</i> .....	31
<i>Graphic 12. History of Change, the Private Sector</i> .....	32
<i>Graphic 13. History of Change, Civil Society</i> .....	34
<i>Graphic 14. History of Change, Gender</i> .....	35
<i>Graphic 15. History of Change, Indigenous Communities</i> .....	36
<i>Graphic 16. History of Change, Decentralisation</i> .....	39
<i>Graphic 17. History of Change, Other Donors</i> .....	43
<i>Graphic 18. History of Change, Key Actors</i> .....	45

## INDEX OF TABLES

<i>Table 1. Evaluation Questions</i> .....	8
<i>Table 2. People who were consulted as part of the evaluation process.</i> .....	10

### Table of Contents – Volume 2 - Available on Demand

<i>Evaluation Question 1 – Strategic Relevance</i> .....	1
<i>Evaluation Question 2a – Peace and Security</i> .....	29
<i>Evaluation Question 2b - Food and Nutrition Security</i> .....	46
<i>Evaluation Question 2c - Competitiveness</i> .....	72
<i>Evaluation Question 3 – Civil Society Organisations (CSOs) and Local Authorities (LAs)</i> .....	91
<i>Evaluation Question 4 - Efficiency</i> .....	112
<i>Evaluation Question 5 – Coherence</i> .....	137

## List of Abbreviations

TA	Technical Assistance
ADESEP	Private Sector Development Support Program (LA/2013/236-83)
ADPACCA	Support Program for the Design and Application of Common Central American Policies (LA/2004/016-89)
AECID	Spanish Agency for International Development Cooperation
AGEXPORT	Guatemalan Association of Exporters
BS	Budget Support
ASPAC	Support for the Sustainability of Small Peasant Agriculture (LA/2009/020-39)
AVSF	Agronomists and Veterinarians Without Borders
EIB	European Investment Bank
DAC	Development Assistance Committee
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CICIG	International Commission against Impunity in Guatemala
CIACS	Illegal Bodies and Clandestine Security Apparatuses
JC	Judgment Criteria
COLAC	European Union Working Group for Latin America
COHOM	Human Rights Group of the European Council
CONASAN	National Council for Food and Nutrition Security
CONED	National Decent Employment Commission
COPREDEH	Presidential Commission for the Coordination of Executive Policy on Human Rights
CRETEC	National Technical Regulation Commission
CRIS	Common External Relations Information System of the European Union
CSO-LA	Civil Society Organisations and Local Authorities
DACs	Development Assistance Committee
DCI	Development Cooperation Instrument
HR	Human Rights
DIA	Department of Food Safety
DG-INTPA	Directorate-General for International Partnerships of the European Commission (formerly DG-DEVCO)
DG-NEAR	Directorate General for Neighbourhood and Enlargement Negotiations
DSA	Department of Animal Health
DSV	Department of Plant Sanitation
DEU	Delegation of the European Union in Guatemala
EAMR	External Assistance Management Report
BSE	Budget Support Evaluation
EEAS	European External Action Service
USA	United States of America
MS	Member states
ENSMI	National Maternal and Child Health Surveys
ENPDC	National Strategy for the Prevention of Chronic Malnutrition in Guatemala
EUR	Euro

FAO	Food and Agriculture Organisation of the United Nations
IMF	International Monetary Fund
FSLN	The Sandinista National Liberation Front
FCSO	Forum of Civil Society Organisations
FONGI	Forum of International NGOs in Guatemala
G-13	Donor Group
GIZ	German Agency for International Cooperation
PFM	Public Finance Management
GT	Guatemala
HQ	Headquarters – Central Office
ICD	Geographic Instruments
IDPP	Public Institute for Criminal Defence
EIDHR	European Instrument for Democracy and Human Rights
GHI	Global Hunger Index
IICA	Inter-American Institute for Cooperation on Agriculture
INTEC	Regional and Central American Economic Integration Program (LA/2016/039-051)
INACOP	National Institute of Cooperatives
INACIF	National Institute of Forensic Sciences of Guatemala
LA	Latin America
LAC	Latin America and the Caribbean
LNS	National Health Laboratory
MAGA	Ministry of Agriculture, Livestock Farming and Food
MARN	Ministry of Environment and Natural Resources
PPO	Public Prosecutor's Office
CAF	Common Assessment Framework
MINECO	Ministry of the Economy
MINEDUC	Ministry of Education
MINGOB	Ministry of the Interior
MIP	Multiannual Indicative Program
MODA	Acute Malnutrition Monitoring
MSMEs	Micro, Small and Medium Size Enterprises
MSPAS	Ministry of Public Health and Social Assistance
SPS Measures	Sanitary and Phytosanitary Measures
OHCHR	Office of the United Nations High Commissioner for Human Rights
OAV	Offices for Attention to Victims
SDG	Sustainable Development Goals
OECD	Organisation for Economic Cooperation and Development
OAS	Organisation of American States
ILO	International Labour Organisation
OH	Outcome Harvesting
NGO	Non - Governmental Organisation
UN	United Nations
PAHO	Pan American Health Organisation
CSOs	Civil Society Organisations
JO	Judicial Organisation
PAFFEC	Family Farming Program for Strengthening the Farmer Economy (2012 – 2018)

PAPESAN	2009 – 2015 State Policy Support Program for Food and Nutrition Security (LA/2013/024-452)
PASF	Public Administration Support Facility
PARJ	Support Program for Justice Reform
EQ	Evaluation Question
PEJ	Program for Generating Employment and Vocational Education for Youth in Guatemala (LA/2011/023-514)
PDH	Human Rights Division of the Public Prosecutor's Office
CSP	Country Strategic Plan
PFM	Public Finance Management
PESAN	Strategic Program for Food and Nutritional Security
GDP	Gross domestic product
WFP	World Food Program
PNC	National Civil Police
NDEP	2017 – 2032 National Decent Employment Policy
UNDP	United Nations Development Program
PRDC	Chronic Malnutrition Reduction Program
PRACAMS	Regional Program to Support Quality and the Application of Sanitary and Phytosanitary Measures in Central America (LA/2009/021-513)
PREVI	Program for the Prevention of Violence and Crime Against Women, Children and Adolescents
PRONACOM	National Competitiveness Program
CAR	Central America Region
LAC	Latin American Countries
ROM	Results Oriented Monitoring
FNS	Food and Nutrition Security
EEAS	European External Action Service
SCEP	Executive Coordination Secretary of the Presidency
SEICMSJ	Executive Secretary of the Coordinating Body for the Modernisation of the Justice Sector
SEGEPLAN	Secretary of Planning and Programming of the Presidency
SESAN	FSN Secretariat
SEJUST	European Union Support Program for Security and Justice in Guatemala
NQS	National Quality System
SICA	Central American Integration System
SIECA	Secretariat of Central American Economic Integration
UNS	United Nations System
TOR	Terms of Reference
EU	European Union
UNICEF	United Nations Children's Fund
USA	United States of America
USAID	United States Agency for International Development
VISAR	Vice Ministry of Agricultural Health and Regulations
VISAN	Vice Ministry of Food and Nutrition Security of the Ministry of Agriculture, Livestock Farming and Food
HIV	Human Immunodeficiency Virus





## Executive Summary

### **Introduction**

This report provides an account of the main findings, recommendations, conclusions and lessons learned from the assessment of the European Union (EU) cooperation in Guatemala from 2007 to 2020. In addition, it was sought to:

- i) assess the performance of European Union support in terms of political dialogue and financial assistance to Guatemala;
- ii) measure the contribution of European Union interventions to country-level targets;
- iii) provide recommendations on strategies, instruments and tools for planning and designing new interventions;
- and iv) provide a stakeholder analysis, identifying the most promising scenarios for cooperation in prioritized sectors under the new Multiannual Indicative Program (MIP) 2021-2027.

### **Methodology**

The assessment was performed under the current Europe Aid Methodology. Specifically, the assessment applied the evaluation criteria adopted by the Development Assistance Committee (DAC): relevance, coherence, effectiveness, efficiency, impact and sustainability. In addition, it analysed:

- i) the flexibility and adaptability of European Union's support;
- ii) the added value of European Union's cooperation;
- iii) the transformative impact;
- iv) the visibility of the financed interventions;
- v) political dialogue on key issues;
- vi) the sectors' selection;
- vii) selection of modalities;
- and viii) cross-cutting issues, such as gender and human rights (HR). Finally, following the Terms of Reference (TOR), the Outcome Harvesting (OH) Methodology was used to delve into the changes achieved by civil society actors through cooperation, with which a theory of change was developed based on actors involved in the

European Union strategy. This made it possible to identify the actors, their main changes and the instruments that were used, attributable to the actions developed by the European Union cooperation in Guatemala.

### **Main findings**

**Strategic relevance:** The assessment showed that the European Union country program answered to the changing needs of the Guatemalan people, responded to a dynamic political agenda and to the European Union global commitments. This was especially true in the area of support and dialogue with Civil Society Organisations (CSO) and Human Rights. It was confirmed that the European Union strategy and instruments are highly valued by all international actors and beneficiaries.

However, the planning and consulting process did not delve into the political-economic analysis to understand the governance structure and to respond to challenges from participants who had the capacity to hinder the fulfilment of objectives and of expected results of projects/programs. Additionally, it was demonstrated that the specific weight of European cooperation in the country's context is lower compared to that of other co-operators, who have larger support budgets or are more focused on sectoral or territorial levels.

On the other hand, a highly relevant scenario was identified, where the themes of the country program addressed the main problems for the development of Guatemala. However, since 2018, a decreasing relevance was observed due to a limited impact and capacity to effectively influence at the country level, mainly due to institutional changes. Moreover, adequate flexibility was evidenced to integrate lessons

learned and modify the intervention models from a strategic and operational perspective, without losing sight of the development objectives despite the gaps in implementation times. Finally, budget support (BS) operations, despite their relevance, were less effective than expected.

**Results and strategic sectors** from both the 2007-2013 and 2014-2020 Multiannual Indicative Program; The following was identified:

**Justice and peace:** The European Union contributed to improving the management of violence against women and children, from prevention to care, and promoted their rehabilitation and reintegration into Guatemalan society using various cooperation modalities. In turn, the European Union contributed to improving social infrastructure and institutional coordination to manage conflicts, by strengthening Civil Society Organisations and the justice system at the national and territorial levels. However, limitations persisted in the latter, due to a complex political and institutional context. Additionally, they promoted peaceful coexistence through dialogue, accompanying communities and local authorities to raise cases and file complaints regarding human rights violations with national and international bodies, facilitating venues for multi-stakeholder dialogue, influencing public policies and implementing protection means for defenders.

On the other hand, in the assessed period, the European Union promoted reforms to the justice system hand in hand with institutions, such as the reforms carried out within the framework of the work of the International Commission Against Impunity in Guatemala (CICIG). However, the results were limited due to the lack of institutional coordination. In addition, the European Union coordinated and complemented its actions with other donors to increase access to justice for women, youth and children, and to strengthen the institutional capacity for protecting them. They mobilized platforms such as the National Convergence for Human Rights, the Filter Group and G-13. This was done in a dynamic political context that has been a continuous challenge, especially since 2017, when the Government's openness to these issues was reduced and cases of stigmatisation and

criminalisation against human rights defenders increased.

**Food and Nutrition Security (FNS):** included two budget support operation exercises with the 2007-2013 Multiannual Indicative Program framed within the Food and Nutrition Security Policy and Agricultural Policy (specifically the family farming component), which did not show an improvement in the nutritional status of the Guatemalan people. According to the assessment, the exchange between the Government and the European Union was not fluid and the reports did not show progress in the sector, nor in its indicators. The budget support operations were complemented with specific grants awarded to Civil Society Organisations, which were able to mobilize important processes in the territory around this important issue and strengthen formal and informal venues for dialogue.

Later, with the 2014-2020 Multiannual Indicative Program, local governance was strengthened in achieving a multi-sectoral and comprehensive approach. It promoted the sustainable improvement of diet quality through the United Nations System (UNS). However, these changes are not yet visible, since malnutrition rates persist in the country. The evaluation showed that these actions with the United Nations System appeared disjointed from each other and have a low institutional presence. However, through the Outcome Harvesting, changes were identified through more strategic investments in strengthening the capacities of social institutions and local organisations and increasing the capacities and competencies of cooperatives and producer associations in terms of good practices for increased production of food inputs. In addition, the problem of malnutrition and food security was made visible by strengthening national monitoring systems. Finally, it was identified that there is strategic information on the sector, such as the Great Crusade for Nutrition Baseline, which allows for more strategic and territorialized investments.

**Competitiveness:** the evidence collected in the framework of the assessment reflected that promoting inclusive and sustainable economic growth in Guatemala is a process that requires an increasing competitiveness and the capacity to exchange goods and services at a regional and international level by Micro, Small and Medium

Enterprises (MSMEs) and cooperatives. Concrete progress is evident in this process with actions such as the approval and implementation of the Decent Employment Public Policy (NDEP), support for formulating the National Quality Policy and developing and implementing technological tools to facilitate trade and improve competitiveness and quality, by strengthening the National Quality System (NQS).

However, European Union cooperation had a limited impact on promoting competition law and promoting policies on Sanitary and Phytosanitary (SPS) Measures, that would reduce poverty by generating a structural impact at the country level and leading to the generation of income and opportunities for formal employment. It became evident that it is necessary to advance decentralisation and strengthen the workforce and relationships between employees and employers.

These efforts were complemented by the use of a request for proposals modality for awarding grant contracts to non-profit organisations that supported Micro, Small and Medium Enterprises, cooperatives or producer groups. This strategy generated very positive impacts when working on issues, such as innovation, business development guidelines, exporting and others, depending on the sector's competitiveness. There was also evidence of ample space for inter-institutional, inter-sectoral, and international coordination, which was only used to a limited extent.

#### **Strengthening Civil Society Organisations:**

The European Union contributed to promoting and consolidating networks within Civil Society Organisations and the community in general, both at the territorial and sectoral levels, to increase their level of incidence on the national public agenda, including issues related to Human Rights. In addition, the European Union provided support to citizen participation in formulating and developing inclusive public policies on issues, such as rural development and Food and Nutrition Security, decentralisation and gender. Likewise, the European Union supported citizen observatories on issues, such as human rights, and promoted and followed up on citizen oversight and social control initiatives. The

European Union contributed to the governance of the Food and Nutrition Security sector through institutional strengthening, promoting multi-level and multi-actor dialogue and managing information for decision-making, where farmers and indigenous people played a leading role. This was especially evident in specific municipalities and departments, which indicates the importance of continuing to territorialize the European Union's actions in Guatemala, in order to contribute effectively to development at the national and local levels.

Finally, the European Union accompanied the participatory and multi-stakeholder formulation of the human rights policy with civil society, adding to a strategic commitment to developing the Roadmap and Human Rights Strategy. These instruments were very effective, and they linked strengthening the actions of agents of change with human rights defenders. In this way, it contributed to more promotion for political participation of vulnerable groups, the enrichment of procedures and practices for the effective resolution of conflicts and the protection of human rights.

**Efficiency:** In the evaluated period, the various cooperation instruments, modalities and resources, were appropriate and adapted to changes in the environment. Nevertheless, they were delays in implementation in particular cases and very limited synergies with the sectoral political dialogue. However, the Government of Guatemala valued the budget support operations as a valuable support for public finances, which generated positive impacts on the administration and Guatemala's fiscal policy.

By the end of 2019, during the government transition, the dialogue between the European Union and the government had limitations regarding institutional commitment and its ability and capacity to make the necessary adjustments at the sectoral level, with respect to investment oriented towards development objectives. This affected the progress of the Food and Nutrition Security and Justice sectors. In competitiveness, better results were observed due to institutional commitment and the involvement of other sectors, such as entrepreneurs, cooperatives,

Micro, Small and Medium Enterprises and employees in dialogue with sectoral institutions.

Based on the sector results in Peace and Security, the implementation and strengthening actions by the Offices for Attention to Victims (OAV) and National Civil Police (PNC) allowed formulation of a first-instance situational diagnosis and integration of an inter-institutional coordination set up serving the Judicial Organisation (JO). Together, this support assisted the Secretary for Children and Adolescents in conflicts with criminal law and permanent support for the Secretary for Women and Gender. In Food and Nutrition Security, throughout the evaluation period, the fact that was a state priority allowed the European Union cooperation to effectively and sustainably support the governance structure of Guatemala's Food and Nutrition Security despite not making progress in reducing malnutrition. The efficiency of the cooperation was directly related to these political priorities, institutional stability and the quality of the dialogue between the European Union and the Government of Guatemala at a sectoral level. The cooperation within competitiveness, was found to be efficient due to using different cooperation modalities, an appropriate inter-institutional articulation with public institutions, and adequate synergy with the private sector, cooperative sector and the Guatemalan Association of Exporters (AGEXPORT). Finally, in supporting Civil Society Organisations, accompanying organisations were identified as a long-term process in Guatemala and is highly valued by civil society participants and the international community. The observed results and changes have favoured strengthening the sector and contributed to the European Union's sectoral and human rights strategy, combining this contribution in different institutional realms. The Roadmap and coordinated European Union action at a country level with Brussels have decisively contributed to increasing the efficiency and effectiveness of actions with a closer political perspective and strategy in its actions.

It should be noted that the TA **when it had** a strategic nature and with profound political, economic and social contextual knowledge was highly efficient by providing specific information and knowledge at the EU's request. This compared favourably with some international

Technical Assistance **that was** oblivious to the changing environment did not know the context and often failed to approach the institutions and establish trusting relationships. Provided they were strategic in their approach, evidence showed that hiring high-level experts, both local and international, is important for guaranteeing greater knowledge of the context, a greater external vision of problems and a consolidated, strategic and innovative approach when facing the change process. This skill is highly needed in the country, especially in sectors with potential niches.

**Complementing European Union Cooperation:** The coordination and complementarity processes were found to be increasingly relevant in the Guatemalan context for promoting concrete actions that contribute to developing and defending democracy, as shown in project examples. The complex country environment demanded flexibility, a territorial approach and response capacity. With respect to this environment, the strategy revealed weaknesses of coordination and gaps in implementation phases, which affected the opportunity to align efforts.

Still, the European Union was seen as a key participant in coordinating with other Member States (MS) and donors to improve the effectiveness of cooperation, supporting its alignment and reducing its fragmentation. The benefits of this coordination process go beyond efficiency in using resources. It added value and developed an advocacy capacity that helped address the complex challenges in Guatemala and its territories, which require a more local strategic and political perspective.

However, although the European Union plays a very active role in general, areas for improvement have been identified, taking advantage of the development of *Team Europe* initiatives and the possibility of increasing joint programming. In the evaluation period, it was demonstrated that *Team Europe* still does not have the capacity to make a Joint Declaration on Human Rights and Justice issues locally, even though it has a common interest in defending human rights. This niche has been filled by the institutional structure of the EU from Brussels. Additionally, there is



potential for synergies with other donors; a task still to be explored.

In this way, the new Multiannual Indicative Program is seen as an opportunity to generate new internal coordination spaces, mechanisms and instruments with the European Union and externally, as long as these venues are defined with the actors who demonstrate the will for changes and political action with respect to key reforms associated with the new strategy.

### Lessons learned

1. Multi-actor projects, including various institutions and partners, generate greater sustainability and expanded impact.
2. Economic interventions are more effective if they are designed based on a value chain approach and articulated with the territories.
3. Recognition of the agendas and priorities of different actors for the implementation of actions from the beginning allows developing strategies at the political level that are appropriate for the context and territory.
4. The coordinated work to strengthen civil society and public institutions to develop and implement specialized care protocols with a gender and human rights approach allows progress in the reduction of violence, the peaceful resolution of conflicts and increasing access to justice for people in vulnerable situations.
5. Strengthening the PPO based on the training and education of prosecutors and public defenders, staffing, capacity-building and creating, supporting and strengthening the Special Prosecutor's Office Against Impunity (FECI) increased the institutional capacity of the justice sector (PARJ, SEJUST).
6. Strengthening civil society and defending human rights remained constant in all sectors that were supported with various instruments, modalities and resources, which strengthened their contribution to development.
7. Subsidy contracts for organisations, Micro, Small and Medium Enterprises, cooperatives and producer groups, are an implementation modality that was found to be effective and efficient in responding structural problems, such as hunger, food insecurity and poverty.
8. A multi-sectoral approach to implementing European Union cooperation in Guatemala makes it easier to progress in solving multi-causal problems.
9. Subsidy contracts for organisations that support Micro, Small and Medium Enterprises, cooperatives and producer groups are an implementation modality that has direct positive impacts at an economic, environmental and social level in value chains, rural communities and specific prioritized vulnerable groups.
10. The political will and coordination between different institutions and actors, with clearly identified needs and execution capacities, generate a greater probability of success in the proposed actions.
11. The European Union's leadership in implementing the gender and inclusive approach in the team set-up and project formulation broadens the capacity for advocacy with the national government.
12. Implementing a participatory public policy formulation process for human rights defenders, fostering tripartite dialogue, allows for high levels of ownership by participants.
13. Coordination between the municipalities and associations is positive for governance and the possibility of leveraging social, political and economic capital.
14. Following up on strategic litigation processes for communities highlights the European Union's work with the defenders.

### Conclusions:

1. The European Union demonstrated relevance and coherence in the framework of its global commitments and it sought to be flexible in achieving development objectives.
2. The willingness and ability of the actors to cooperate throughout the evaluated period with appropriate incentives was a determining factor in the quality of the interventions.
3. The justice sector was strengthened at the national, regional and territorial institutional level through a process of support for change actors prioritized in the strategy. This was despite the fact that impunity and corruption were great challenges in consolidating the Rule of Law in the country.

4. Coordination among civil society and state institutions was a key factor that built trust and capitalized on learning and amplified the cooperation's impacts.
5. Significant progress was made in the institutional strengthening of the Food and Nutrition Security in Guatemala, but it was not enough to achieve the strategic objectives foreseen in the European cooperation, which sought to increase the productivity and diversity of productive units and rural households to improve the Food and Nutrition Security.
6. In the competitiveness sector, a decisive and permanent contribution was made in strengthening the National Quality System and developing public policies that promote quality, competitiveness and decent work/dignified employment in the country, in coordination with other donors. However, there is a pending agenda in formulating other public policies to support the structural impact at the national level.
7. Achievements were identified at the level of government and private infrastructure, business development services, and institutional strengthening. These actions also contributed and favoured competitive development, access to markets, international recognition, streamlining paperwork, decentralisation and the generation of more formal and decent jobs.
8. There was progress related to exchanging experiences, participation in dialogue spaces with actors from civil society, the State, and the international community, and a general interest in implementing organized follow-up actions.
9. The European Union strongly supported the promotion and defence of human rights in the country. However, given the lack of dialogue among the cooperation section and the Delegation of the European Union policy, there was a lack of speed in political action against human rights violations and the adoption of public policy.
10. The various instruments, modalities and resources were appropriate and adapted to changes in the environment, even when there were delays in execution. The sectors that demonstrated the greatest efficiency were those that had the political will of their counterparts, with an adequate accountability process and the platforms for structured dialogue.
11. The support provided to Guatemala through the budget support operations was efficient and had

positive impacts on the country's administrative and fiscal policy, allowing an increase in tax revenues through issuing and approving laws, public policies and plans in this regard. This was in addition to achieving the Public Expenditure and Financial Accountability (PEFA) assessment to improve the Public Finance Management (PFM) system.

12. The joint action by the European Union as a block was fundamental in leading to structural changes and greater efficiency of the European Union's actions in Guatemala. In the last year of the evaluation, Brussels took no an important role in the current socio-political context of the country to support the actions, generating consensus within Team Europe.
13. The upcoming Multiannual Indicative Program is seen as an opportunity to generate new spaces for coordination, as long as it is built with the actors that demonstrate a will and political action for key reforms of the new strategy. The evaluation showed that there were change agents with whom concrete results can be achieved and capitalized.

#### **Recommendations:**

Based on the above conclusions, the recommendations imply explicit actions for the EU team to pursue, which are indicated below:

1. **Develop an analysis of the political economy in Guatemala that helps understand the reconfiguration of its relationships, cultural and territorial diversity, and changes in the face of needs and risks.** This could be implemented by:
  - Drafting a map of actors that allows recognizing lessons learned and good practices of the work carried out with the European Union and in dialogue with the Member States.
  - Presenting a diagnosis on the reconfiguration of relations between political, social and economic actors in the country regarding the key issues on the European Union agenda established in the Multiannual Indicative Program to improve the conditions of governance and governability.
  - Identifying the European Union partners who have a common ethical and technical

agenda, which will bring greater visibility and sustainability of the European Union's actions in the country.

**2. Co-create a political dialogue strategy at all levels within the European Union in Guatemala that links political, commercial and cooperation issues following Brussels' guidelines.** This could be implemented by:

- Identifying the political dialogue actions that require coherence and innovation in Guatemala, accompanied by strategic messages that capitalize on the learning of the Delegation and promote inclusive communication for development.
- Developing a strategy for Team Europe, which includes other donors, to promote the defence of Democracy, the Sustainable Development Goals (SDGs) and the 2030 Agenda in Guatemala to increase impact, visibility and innovation.
- Activating joint working groups with the Member States and other strategic actors of the international community with respect to the different issues to promote transformations and changes at the sectoral, social and territorial level.

**3. Strengthen governance through promoting spaces for dialogue and collective multi-actors and multi-level construction.** This could be implemented by:

- Designing a trust-building strategy around the new Multiannual Indicative Program themes that will encourage constructive dialogue with the actors of change (public, civil society, and private) that have shown political will and effectiveness in their work, as well as with those that have demonstrated their ability to hinder actions and results.
- Identifying the existing multi-actor and multi-level spaces with the Member States and other strategic participants, where they are interested in continuing with generating capacities and incidence in public policy.
- Continuing to monitor the human rights situation in Guatemala, including the conditions for civil society to exercise their

civil and political rights, and carrying out human rights training processes for the diplomatic corps and institutions in general.

● Continuing to contribute to the decentralisation process.

**4. Design and implement a communication, visibility and incidence strategy.** This could be implemented by:

- Generating specific thematic campaigns that make it possible to collect the lessons learned and good practices of the Delegation in strengthening and implementing communication, visibility and advocacy actions at the local, regional, national and international level, with the support of Brussels.
- Developing a strategy with national and local media to disseminate peacebuilding, sustainable development, human rights, and other actions that contribute to the country and its democracy.
- Seeking to link strategic actors of the country in developing the European Union Agenda from a sectoral perspective and cross-cutting issues, taking advantage of topics, such as the green pact, competitiveness and gender.

**5. Design, implement and evaluate an adequate knowledge management strategy that combines project monitoring, the evaluation of results and impacts, systematisation of learning and the exchange of experiences.** This could be implemented by:

- Prioritizing actions aimed at capitalizing on existing knowledge management in the work with civil society, specifically in monitoring, evaluation, learning and accountability, as well as collecting the information and learning from the Country Evaluation to enrich human rights and civil society strategies.
- Building a joint vision of the delegation on the work to be done in knowledge management and identifying allies for its implementation in line with the Multiannual Indicative Program, Roadmap, Democracy and Human Rights Strategy, among others.

- Identifying and adjusting the existing monitoring systems, which facilitate gathering and reporting information in the systems of allies and co-operators to improve decision-making, as well as actions that guarantee transparency among the actors.
  - Having a territorialized approach in implementing the strategy to disseminate the results and changes generated by the European Union and its Member States at the local, departmental, national, regional and international level.
6. **Continuing to support the territories and social and sectoral processes based on the combination of different instruments and cooperation modalities.** This could be implemented by:
- Continuing with the different cooperation modalities, carrying out an analysis by the type of actor in the different territories, and recognizing and strengthening the processes (not just projects), in order to consolidate a common vision towards development.
  - Making adjustments to the implementation of BS with the national government, seeking to condition the allocation of resources to real changes at the level of institutions and policies (not only at the level of individual officials).
  - Seeking to generate greater articulation and alliances at the national and territorial levels, to help generate changes and implementable models horizontally and vertically.
  - Implementing Technical Assistance with proven trust-building methodologies with the European Union and its strategic partners, guaranteeing full knowledge of the context; and constantly reading the political, social, environmental and economic situation.
  - Identifying sectors that have potential actors of change with limited budgets, in order for dialogues to be more relevant and promote changes for local and territorial development.
7. **Strengthening political dialogue and cooperation actions regarding the issues of peace, democracy, gender, human rights and justice, to ensure the continuity of ongoing institutional processes, and continuing to support citizen initiatives that promote transparency and access to information in these areas and topics.** This could be implemented by:
- Coordinating cooperation, dialogue and follow-up actions with the European Union from Brussels and Geneva and the Member States through instruments, such as the Universal Periodic Reviews before the United Nations Human Rights Council, the Commission on the Elimination of all Forms of Violence Against Women (CEDAW), or promoting follow-up by the European Union Working Party on Human Rights (COHOM), among others.
  - Continuing and giving greater visibility to the actions developed to apply the guiding principles of business and human rights, ensuring articulation between the trade, politics and cooperation section of the Delegation of the European Union, capitalizing on the support of strategic partners, such as the Office of the United Nations High Commissioner for Human Rights in this matter.
  - Strengthening and further enhancing actions with the European Union Working Party on Latin America and the Caribbean (COLAC) to coordinate efforts in favour of the human rights, peace, justice and democracy agenda in Guatemala.
  - Providing support and Technical Assistance to citizen initiatives and victims' organisations that promote actions of social control and visibility.
8. **Continuing with the actions taken on issues related to Food and Nutritional Security, capitalizing on learning by taking advantage of the process of**



**updating policies announced by the National Government.** This could be implemented by:

- Making the results and concrete lessons learned in this sector visible, taking into account the different cooperation modalities and different actors involved, in order to unify the view of the Multiannual Indicative Program. Specifically, it is recommended to review what failures and weaknesses there were in the process to collect lessons learned and implement improvements when cooperating in this sector.
  - Taking advantage of the multi-actor and multi-level dialogue venues created within the framework of implementing the Rural Development and Food Security Law, as well as the entities and civil society organisations that were strengthened. This includes presenting concrete results by strengthening the scenarios in the municipalities, communities and regions.
  - Continuing to support academia's involvement and that of other actors in achieving greater results and expanding the impact, taking advantage of the actions carried out previously.
  - Increasing the leading participation of farmers, indigenous people and youth in implementing subsidies for the Food and Nutrition Security sector, contributing to strengthening the social fabric around food security with more direct investments.
- 9. Continuing with institutional support and Micro, Small and Medium Enterprises, associations and cooperatives that contribute to competitive development in Guatemala, based on the implementation of sustainable and inclusive public policies for improving the business environment by promoting investment, economic**

**growth, social development and regional integration in line with the new Multiannual Indicative Program.** This could be implemented by:

- Promoting articulation between regional initiatives and local initiatives, seeking to identify synergies and complementarities of public or private initiatives or initiatives supported by other members of the international community, including the development of circular economy actions, which require quality and traceability systems that can benefit from the infrastructure of the National Quality System of Guatemala.
- Strengthening dialogue with actors from different sectors that share the European Union's vision for development, especially for the new Multiannual Indicative Program agenda of Good Governance and Human Development, which supports inclusive and sustainable growth, within the framework of the green deal.
- Continuing the effective support that has been provided in formulating and implementing sustainable and inclusive public policies, such as the competition law, public finance programs, employment generation and environmental policies, among others prioritized by the Multiannual Indicative Program.
- Promoting horizontal and vertical scalability to encourage innovation and digitalisation initiatives in alliance with other co-operators.
- Articulating cooperation actions with key regional integration actors, taking advantage of: i) Guatemala's leadership, ii) the presence of the Central American Integration System (SIECA) in the country, iii) the association agreement, and iv) the more than Euro one billion annual European Union exports. This should be part of the political dialogue strategy and incorporate the results of the political economy analysis.