

REPORT OF ORGANIZATIONAL PERFORMANCE REVIEW



**NATIONAL COORDINATOR OF WIDOWS
FROM GUATEMALA**

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REPORT OF ORGANIZATIONAL PERFORMANCE REVIEW

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Paxil Kayala, Juna' Lajuj Iq',
☺ B'aqtun, ☺☺ K'atun, ☺☺☺ Tun, ☺☺☺☺ Winaq, ☺☺☺☺☺ Q'ij, ☺☺☺☺☺☺ Tz'í'.

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INTRODUCTION

This report gives the results of the evaluation of the National Coordinator of Widows from Guatemala (CONAVIGUA). It is the outcome product of the CONSULTANCY EVALUATION OF ORGANIZATIONAL OPERATION”, carried out among final of 2008 and beginning of 2009. The results and findings of the evaluation are product of several work meetings with the local boards, municipal and national Directive Meetings, as well as the revision of documents of the Organization. Inside these, they highlight the evaluation of 2001, the strategic Plan of the Organization, reports of the programs and projects, regulations, statutes, administrative procedures, among other, which guided to conclusions and recommendations of the evaluation.

To carry out the consultancy which led results in this document, a work plan was designed, based on a methodology that guided the work of the evaluation and taking into account different actors of the Organization.

During the workshops done in combined reflection with the Directive Meetings (local, municipal and national), participants showed a lot of maturity and interest to revise and to create mechanisms of change for the good operation of the Organization. For it, it was required a personal revision as well as an institutional analysis, taking into account a proper method from the Mayan Cosmovation point of view.

It is important to emphasize that during this evaluation, the Organization was going through a deep complex national joint, as well as a lot of reflection about its first twenty years of existence. One more cycle of existence, in terms of time, like an Organization, from adolescent to maturity. It is reflected in the maturity of its actions, strategies and attention to communities in general and to women in a singular way.

It is considered that the content of the report contributes to the combined reflection of the directive partners of the Organization, mainly for its conclusions and recommendations, which offer an analytic synthesis of the reflections offered by the interviewed partners themselves.

Terms of reference of the consultancy

As indicated in the reference terms, in this evaluation were examined main results achieved by CONAVIGUA, after the restructuring process implemented in the evaluation of 2001. The central idea was to value processes of the Organization and how they have come to strengthen the internal structures, programs and projects that in somehow impact at national and local level.

After examining the internal processes, the evaluation would consider if CONAVIGUA, with the received support, its capacity has increased of influencing in political and social changes. in other words, if CONAVIGUA works with processes instead of projects (which have a focus of specific activities that work well, but they are not very flexible).

The evaluation would cover the year 2002, up to this date: taking into account the support received from FOKUS during that period of time.

Work Methodology

During the development of the evaluation, the methodology was designed based mainly in tools that come from the Mayan Cosmovision.

The reference terms gave the important guidelines for the evaluation, for which a work plan was designed with the corresponding methodological orientations. The presented methodological proposal looked for to identify the global situation of the Organization, as well as the advances achieved during the period (2002 at 2008). The evaluation examined the results of the re-structuring, analyzing if this had been able to strengthen the internal processes of CONAVIGUA.

The selection of the places where it must develop the work was carried out on everybody's agreement, including the participation of the National Directive Meeting.

As part of the methodology and the implementation of the work plan, they were carried out several reflection meetings and individual interviews. The interview guides were open, with the purpose of obtaining qualitative information. In that sense, the work done was the following:

At internal level:

- Reflection meetings with the National Directive Meeting and the Local Directive Meeting, with hired personnel of programs and projects.



- Board of National Directive
- First reflection meeting carried out in the facilities of ASECSA, Chimaltenango.
- Second reflection meeting, carried out in the offices of CONAVIGUA, Capital City.
- Board of Local and Municipal Directive
 - Chimaltenango; participation of partners coming from San Juan Comalapa and Tecpán, Guatemala.
 - Chitatul, Quiché; participation of partners coming from Sacualpa and San Pedro Jocopilas.
 - Community of Seseb, Lanquín, Alta Verapaz; partners of the same place.
 - In the three activities, the regional coordinators of the three regions participated

Individual and group interviews:

- Institutional Advisor
- General Coordinator of the Organization
- Reflection meeting with the team of justice and dignity
- Technical coordinator of projects
- Team of mental health (coordinator and field team)
- General accountant
- Administrative assistant of the Organization

At external level:

All together, the evaluation team and the National Directive Meeting selected organizations and personalities for the necessary interviews; as a result, several interviews were done:

- Organizations of the Civil Society (OSC)
- Foundation Rigoberta Menchú
- Indigenous National coordinator (CONIC)
- Association Uk'u'x B'e

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- Association of Mayan Women MOLOJ
- Foundation of Forensic Anthropology of Guatemala (FAFG)
- Institute of Compared Studies in Penal Sciences of Guatemala (ICCPG)
- Donating organizations
 - PNUD - DIGAP
 - DAN CHURCH
 - STEI-I (Spain)
 - Entre Pueblos (Spain)
 - FOKUS - GM-LAG
- Personalities
 - Otilia Lux de Congress woman, Congress of the Republic
 - Martín Sacalxot, Institution of Human Rights (IPDH)
 - Master Beate Thosensen
 - María del the Rosario Toj
- State Intitutions
 - Presidential Commission against the Discrimination and the Racism (CODISRA)

Obstacles and Launching Factors for the Evaluation Process

Some of the **main opposing limitations** for carrying out this evaluation process are:

- Most of leading women that are part of the National Directive Meeting of CONAVIGUA have loaded agendas, with numerous occupations of diverse nature (related to work and political roles, as part of their leadership at national and community level). It influenced a lot, women didn't have the time to work with the process of combined reflection that bears an evaluation process in depth.
- It is important to mention that reflection workshops were carried out at internal level and with the communities; the same process of evaluation revealed that in some aspects it became necessary bigger and deeper reflection to be done (giving and receiving feedback). Then, limitation of time and space to meditate should be valued from this point of view: there was dedication, but not the enough.



- The process of recruiting personnel to assess took a long time. Because of the long process, some members of the team assumed other labor commitments. The impact of this, was reflected on the time that the personnel could have invested to the evaluation process, just as this was agreed between the donating agency and the Organization.
- In two occasions meetings were programmed between the consultants and the National Directive Meeting, but due to other responsibilities the consultant team could not assist the programmed meetings.

The evaluation process **was impelled by** the following:

All actors involved (women leaders, team work of CONAVIGUA, donors and personnel of assessment) acted with a high motivation and sense of commitment towards the Organization, mainly because its importance in Guatemala. The fight for the recovery of the rights and dignity of the women -particularly the Mayan is shared by all men and women involved.

This commitment was reflected at any time (for example, working with the Local and Municipal Directive Meetings, with the National Directive Meeting, or in the group interviews made to the personnel of the Organization), being revealed in the mystic work and identification with the values and principles that it promulgates and promotes CONAVIGUA.

The high value and the meaning that all people involved grant to the Mayan Cosmvision was also an impeller factor of the process. The assessors followed guidelines that emanate from the Cosmvision, since the Organization has begun to respect this type of practice. The methodology was appreciated by the reflection groups involved in the activities.

People's energy was respected all the time and the energy of the day too. There was explanation about the process and the methodology. In that way, participants felt better because they were taken into account and a part of the universe too with a common purpose: to meditate and to understand (personal and institutional) differences in the sense of respect and search of harmony in within the participants to keep on working.

Gathering of a team of Mayan assessors was a success of the strategy, because it facilitated the establishment of a bound and trust among women and other leaders of the organizations that participated in this process. As it is known, if subjectivities and the ethnic-cultural origins are taken into account, it is necessary to conform teams of this nature to achieve deeper reflections, with no prejudice and from a more simple language. The Mayan team assessors knew some of the languages of the places where work took place, which facilitated this vastly process in within the group.



Context of CONAVIGUA

From 1821, up to these days, the Guatemalan State has been conformed with an absolutist rationality of dominance and exclusion. Around this criteria, there are settled down and reproduced processes and institutions that allow to conserve this logic of power and dominance.

Of that bill, in the historical process fights of origins have been given played by the social organizations, especially those of the indigenous towns. All these organizations have participated actively in the defense and recoverableness of their rights; however, the answers have untied systematic repressive processes that have marked the social life, politics and economics of most of the population.

The political and ideological mechanisms have subjected the rural sectors, especially indigenous towns and particularly the Mayan Town. They have been: the Spanish Invasion; the supposed independence of Guatemala in 1821; the liberal Invasion of 1871; the revolution of 1944 that tried to modernize to the State and to legislate in favor of the majorities, but there was no vision for indigenous towns, which simply were left out. The counterrevolution and the internal armed conflict that it implied the closing of the political spaces of recovery and of opposition, as well as the justification of politics of repression that left a high balance of human losses. It implied the unacceptable practice of the genocide against the Mayan town. The formal democratic process, started in 1985, as the result of the international pressure and of the fight of the majorities who proposed so that the State returned to the constitutional life. In 1996, the signature of the Agreements of Peace helped a bit but commitments have not been accomplished, in a certain way partially (especially the ones concerned to the denominated substantive Agreements).

In that context, the National Coordinator of Widows from Guatemala (CONAVIGUA) constitutes a historical organization of women Mayan widows that have fought for more than two decades, in the mark of the formal democracy and respect to the human rights in Guatemala.

CONAVIGUA, arose in 1988, soon after the situation of repression, discrimination and violence caused by the internal armed conflict. In that time, the killing strategy was called “politica de tierra arrasada”, which means “the execution of everyone on Earth”, among another type of systematic violations to the human rights that caused suffering in the Guatemalan population, especially in the most vulnerable (among , women and the Mayan communities). This situation of violence and widespread abuses left thousands widows and a lot of orphanage, so that the poor families worsened their situation of misery.

The initial spirit of CONAVIGUA is framed in an answer of solidarity between the widows and victims of the war to alleviate their basic and urgent necessities. There was also an ingrained fight sense to demand respect to the life and dignity of the communities and women.



From then on, the Organization looks for the recognition and validity of respect to the life and the human rights, the woman's rights, of the childhood and youth, and Indigenous Towns. The organization works for the development of the communities, for the search of justice in front of the genocide, for the civic participation and equality of rights.

Guatemala is a country with 61%¹ of indigenous population where the Mayan people ascend to 60% of its inhabitants. These figures allow visualizing the importance of giving pursuit to the rights of the indigenous towns and the specific rights of the Mayan women. Currently, as from the beginnings, CONAVIGUA has prioritized the attention and invigoration of the capacities from the Mayan women to local, regional and national level.

Antecedents of the Evaluation

The current report of evaluation is the outcome of a consultancy requested by the Forum of Women and Development (FOKUS) and the Group of Women of the Norwegian Committee of Solidarity with Latin America (GM-LAG), in coordination with CONAVIGUA.

During the process of negotiation of the reference terms, there were carried out several work meetings among the representative of FOKUS and of GM-LAG in Guatemala. The representatives of the Organization and the National Directive Meeting, with the purpose of summing up aspects of the evaluation designed a work plan that would guide the evaluation process.

The cooperation and solidarity of GM-LAG have accompanied CONAVIGUA from the beginnings of the decade of 1990, through the financing of several projects: <<The funds came during the period that embraces 1990 up to 1994, of the collection achieved in the Telethon in 1989 called "Women in the third world". Between 1995 and 1999, the contribution was a combination of funds from FOKUS and NORAD (the Norwegian Agency for the Development). In 2000, there was a contribution of the campaign of the Norwegian youths' fund-raising (Operation Dagsverk) and in 2001, this continued combining with funds of FOKUS and NORAD>>.² In reference to the forementioned support, it is described in this report as the <<Norwegian women's support>> which is a usual way to call them inside CONAVIGUA.

1 Tzian, Leopoldo. (2009). Maya and Ladino in Numbers. Guatemala: Editorial Cholsamapj.

2 Thoresen, Beate. (2001). CONAVIGUA Assessment.

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The nature of CONAVIGUA and its validity in the current context of Guatemala:

The National Coordinator of Widows from Guatemala (CONAVIGUA) is a historical organization conformed by Mayan widows that have fought during two decades for the validity of the democracy and the human rights in the country. From its emergence, the women agglutinated around the Organization have looked for the recognition and validity of the human rights, the woman's rights, of the children, of the youths and of the Indigenous Towns. They have also generated a series of actions aiming to increase the levels of development of the indigenous communities, for which different action programs have been created.

At the moment, CONAVIGUA gathers approximately twelve thousand women partners,³ five thousand young ladies partners of MOJOMAYAS and more than a hundred of Mayan communities. In a combined way, all have generated and impelled diverse fight dynamics for the rights of the Indigenous Towns in their regions. It emerged in the core of the communities; the organizational structure of CONAVIGUA is sustained in the communities represented in a Local Directive Meeting, a Municipal Directive Meeting, the General Assembly and the National Directive.

How was it born and How did it emerge?

It arose soon after the political repression established by the Guatemalan State during the internal armed confrontation; for the situation of hunger, repression, discrimination and violence that the women suffered, mainly in the Mayan communities. Reports have reflected numerous

3 This figure is approximate, given by the National Board. There have been attempts to record, but there has been no accurate records.

documents of historical character, the internal armed confrontation in Guatemala left thousands of widows and orphan children.

Also the unfolding of violence and the numerous violations to the human rights to that the conflict allowed several sceneries. They worsened the situation of poverty (that was also enraged against women, children, girls and old men).

CONAVIGUA began in communities of the regions of Totonicapán, Quiché and Chimaltenango. Its first national assembly was carried out among the days 10, 11 and 12 of September of 1988. In that time, the actions constituted an answer of solidarity between the women widows and the victim survivors of the massacres and of the politic of executing everybody on Earth implemented during the war. These people looked for to alleviate their basic and urgent necessities by means of the organization. It was also a fight answer to demand the respect of life and the dignity of the communities and women.

Motivations that impacted in the women association:

- It fights against the mandatory and discriminatory military recruitment.
- It fights in favor of the breakup of the Patrol of Civil Self-defense (PAC)⁴ and against the abuses perpetrated by these and the military commissioners.
- To be Mayan widows.
- To have a collective space and to have bigger demand power and of political administration.
- Defense in front of the situation of violence (violence that generalized and got harder during the internal armed conflict).
- To leave the pain and the sadness, with processes of self reflection, self help and accompaniment processes.
- To leave the poverty, discrimination and exclusion.
- For the clarification of the whereabouts of those husbands that were held and currently missing.
- To demand for the damage that caused to women and their families the deaths of husbands, children, parents, mothers, grandparents, grandmothers and other relatives.
- To help themselves and overcome the facts of violence or were affected directly.

4 The official name of these patrols was <<Voluntary Civil Defense Committees>>, which does not reflect the Forced recruitment. It has been discarded in most textbooks and analysis that account for the various human rights violations committed during the internal armed conflict. For that reason, in this paper takes the concept SDP.



- To improve their capacities.
- For the recovery of peace and of the social bounds.
- Recovery of their lands.
- Security and support for the life of their children and daughters (orphans missing father).

All the above reasons caused thousands of Mayan widows involved and participate actively in CONAVIGUA. Many of these women have been doing so far.

It is important to highlight that in 2008, CONAVIGUA turned 20 years of existence. In the mark of the Mayan Cosmovision, these years have a connotation of importance: the organization has already become mature, with a level of work experience that allows the transfer of knowledge and wisdom towards others. These 20 years of life have involved many challenges for the women, circumstance that has made them stronger and fighters to fulfill the dream that all have dreamt, mainly for their communities and for the Mayan town: The General Coordinator and Legal Representative, Mrs. Rosalina Tuyuc, says <<we dream of a different country that respects our town and have a fair signification for our victims>>.

These 20 years have been of big learnings; there have been moments of happiness as well as pain. One of the strongest crises that women from CONAVIGUA have had is the dispute for the house of zone 1, in which the headquarters has been located for many years. This dispute was due to legal issues that impeded the legal transfer of the house (of the partners that originally signed as owners, to the Organization). This difficulty was already overcome, since the property was passed over to name of the Organization, although still lacks to solve the case of two people.

What is CONAVIGUA in the conscience of the partners?

The identification of the partners toward the organization is expressed in a general way: all women value it starting from the roll and the positioning that this has acquired, at national level as well as international. They also recognize the sacrifice that has meant for most of its members to make it advance, the fight and the institutional trajectory, in a humanitarian work for the formation of capacities and the development of the women in the communities, mainly indigenous victims of the internal armed conflict.

There is a feeling of satisfaction and valuation to be part of the Organization, recognizing it as a matter space of constant learning in the topic of the individual and collective rights, of retrieving and recovery of cultural aspects, as well as of inclusion and opportunities for the young population.

There is evidence of admiration and the satisfaction by a road guided to the search of support and the women's invigoration, through formation processes, of recovery and of political expression

For many women, the possibility to abandon CONAVIGUA would be presented if this radically changes political orientation; another factors would be the lack of stimuli to the individual and collective contributions, as well as the loss of coherence of its principles and values. Although, this is a quite remote possibility, In order for this not to become reality it is necessary to disable in an urgent way the negative perception of lack of organizational cohesion and the implementation of internal mechanisms of invigoration as soon as possible. Among these mechanisms, the most mentioned was the formation of political leaderships that allows a renovation in this sense, by means of the opening of new spaces for new generations.

The interviewed partners, Local Directive Meetings, municipal and the National Directive Meeting have manifested their satisfaction for the support granted by the Organization and also the good disposition and relationship that have had with CONAVIGUA.

Most participants' opinions presented in this report have defined CONAVIGUA like an organization that strengthens the capacities of each one of the women, through the formations and trainings in such topics as self-esteem and mental health, among others. At the same time, there have been actions related to the invigoration, such it is the case of the public manifestations, which fights for the rights of the partners and women's claims, as human beings, with dignity and that deserve to be respected.

Actions of mental health directed to partners of the Organization

Another type of punctual action that has been highly valued is the fact that the Organization arranges group meetings with the purpose of helping partners heal and cure their wounds and sadness of the past, mainly those caused or as consequence of the internal armed conflict.

CONAVIGUA has been a meeting space, reflection, self reflection, healing and cure of the wounds of the past. The historical memory of pain and sadness still remains in the mental, physical and spiritual systems of the women. A great majority of interviewed women manifested to have problems of diverse nature due to the persistence of a traumatic and painful memory on the past; all manifested that they have disorders when sleeping, they suffer crisis of edginess, tension and emotional dysfunction; they also suffer physical illnesses that according to their view, they are consequence of the wounds of the past. Inside their comments they have manifested that the therapies of mental health of the project of CONAVIGUA has helped them partly to cure their wounds, but these therapies are still needed for definite cure.



Main achievements of CONAVIGUA

External appreciations and recognition to the women of CONAVIGUA

Several interviewed people (representatives of institutions of the State, indigenous organizations and of human rights, donating organisms) came up to the same definition of CONAVIGUA like an organization that gathers and it looks after giving back some dignity and the attention to the women that became widows as a consequence of the internal armed conflict.

With no doubt, it is recognized that women around CONAVIGUA fight for dignity and the improvement of their conditions of life. It is also recognized that the Organization is led by the same women: defined as basis women, just as one of the commissioners of CODISRA mentions. In this sense, the partners <<don't wait recognition, because their fight is for the application of the justice>>⁵. This reveals that CONAVIGUA has projected an image of a lot of commitment, transparency, courage and honesty with the work that is making.

Another element that favors the public image that the Organization reflects is that, it is considered as an entity that has contributed widely to the national political life. In spite of being a women Organization with a special history inside the internal armed conflict, it doesn't only include in their calendar of work single topics of women, but also wider topics of national character, just as the structural violence inside the indigenous towns. Among other efforts, CONAVIGUA has been interested in the fight against the discrimination and the racism, impelling the Law that now avoids any kind of discrimination. Other cases are the fight in favor of the objection of conscience, the respect to the indigenous rights and, more recently, the work in favor to Mother Nature's protection or Mother Earth.

One interviewed person affirms that the <<contributions of CONAVIGUA, has left print in the history of the country and nobody can remove the Mayan protagonist role through women that face the terror and aftermath of war. It is like a light, like a hope and it becomes the voice of the silence, it exposes the violence and proves that those who died were not guerilla, neither foreigners, those deaths belong to our people, they are indigenous, peasants. They take the voice internationally what life is like in Guatemala. in spite of the intimidation, putting clear the violation of the collective rights, in a much wider dimension that the topic of the violation of the individual rights. The lessons to the organizations and the national and international populations, with clear objectives. It is an example to the social movement and in the Mayan movement; they continue contributing from their condition of women, keeping their identity and culture of

5 Interview Mr. Ruperto Montejo. CODISRA, February 2009.

the indigenous populations. It is necessary to keep track of the experiences in a systematic way, because there is the wealth of their activities>>.6

On the other hand, it is valued that CONAVIGUA has helped to change stereotypes and to break discrimination paradigms, racism, and exclusion, even among the Mayan women, because they have been themselves those that have become a responsible agent for the institutional conduction and they have been able to provide the sustenance for their own families.

CONAVIGUA maintains its base expression, in particular when it is to claim the access to the justice in equality of conditions and when it is looked for to eradicate the existent impunity in the country. It is also important to look at the Organization with capacity of evolving, which has been evidenced in the fact, that opening has been given to work with and for the Mayan youths.

CONAVIGUA is viewed like an organization with development vision and formation of scheme, with a very strong presence in the same communities where its high organization level is appreciated, with very clear outlines and respect to the indigenous right and the ancestral practices. Because of this, CONAVIGUA has gained national and international space.

The different interviewed entities have pointed out that Mrs. Rosalina Tuyuc has been one of the main instigators of the Organization; her relevant figure is fundamental for the movement of Mayan women, for the accusations of the violations to the human rights, the historical clarification of violence applied and its repair. An interviewed person appoints: <<Mrs. Rosalina is the most emblematic figure: she is able to occupy a place in the Congress House and in the National Program of Indemnity. Also, the political and social contribution that gives CONAVIGUA in the indigenous communities is important. For that reason, as a helper and other side of the organization, it is important for us>>.7

Thanks to the work done, the main women leaders of the Organization are taken into account as the authorized voices on the following topics:

- Women against the mandatory and discriminatory military recruitment.
- Women in favor of the separation of the PAC and the military commissioners.
- Women against the exploitation and mining, hydroelectric exploration and the cement plants. Women victims of the internal armed conflict.
- Women victims of the internal armed conflict.
- Fighters Mayan women for the peace.
- Women in situations of poverty.
- Women with experiences in public spaces and in the exercise of the power.

6 Interview Mr. Domingo Hernandez, UK'U'XB'E.

7 Interview with a volunteer, donor of the Organization.



- Women with organizational experiences in the rural area.
- Fighters women for the justice and dignity of victims of the internal armed conflict
- Women in fight against the racism and discrimination.
- Women against the militarization.
- The women and the media.
- Women and the community development, indigenous women and access to the state justice.
- Women victims of the genocide and the fight for the integral indemnity.
- Women, political participation and situation of the political parties.
- Women, international cooperation and their incidence in development.
- Women in the fight against the impunity and the genocide.
- Women and Cosmovision of the indigenous towns.
- Women with experiences in working with orphan youths.
- Women's situation in the time of the one post armed conflict and the situation of health.
- The women's position in front of the situation of current violence and the extrajudicial executions.
- The women's position in front of the system of justice and its application in the local environment.
- Women victims and mental health from the community practices.

CONAVIGUA as an organization has a grateful trajectory of honesty as for the financial handling, and its administrative capacity. The fact that it has the support of several cooperants strengthens the opportunity that benefits can arrive to the communities. Also, the Organization possesses social basis and cultural identification with people. It helps the organization with credibility to the processes that it impels, which respond to the positions that come from the same associate and organized women. In general, the members of CONAVIGUA are highly protagonist and they have become main characters of their own history, with capacity and impressive convocation.

Contributions of CONAVIGUA Nationally

CONAVIGUA has a high number of recognitions and admirations, for its organizational capacity, formative and with community social basis, with leadership and national presence.

The main contribution of historical character has been the fight for dignity, for the recovery of the historical memory with respect to the consequences of an internal armed conflict that cannot close without the indemnity to the victims, mostly Mayan women. CONAVIGUA has asked for justice and still does it currently.

The Organization constitutes a space that becomes a transition mechanism between the pain and the happiness. Also, it is an instance that demands and asks for respect of the full rights of the women; taking into account, that has always played the role of demanding, from its foundation, the violation to the human rights, so far individual and collective rights.

Another contribution of CONAVIGUA has been to clarify the whereabouts of held / missing people, demanding the application of justice and achieving that the State listens the voices of the women that claim with assuredness their rights to know the truth about their beloved ones.

It is also convenient to point out that CONAVIGUA has contributed to for the process of democratization of the country, the promulgation of the Law against the Mandatory Military Recruitment. This Law is product of the wide mobilization and social pressure that the Organization executed in the years of 1990 to 1995. Between 1993 and 1994 they mobilized more than 35,000. women. Nowadays, some people deny and some recognize this advance achieved, thanks to the work done by CONAVIGUA. Although. the important thing today is, the youth of the country, especially those of the indigenous communities, no longer suffer the mandatory and discriminatory military recruitment.⁸

Another positive contribution has been the topic of the indemnity, since the Organization has impacted in the promulgation of the content of the National Law of Indemnity. Additionally, it has been accompanied the partners that in the different public spaces (municipal Tribunals, offices of the Foundation of Forensic Anthropology of Guatemala, FAFG, Offices of different headquarters of the National Program of Indemnity, and others), have guided administrations so that they are given some indemnity type, given their condition of women and widows as an aftermath of the conflict. In this environment, CONAVIGUA has achieved the indemnity of 20-25%⁹ of the partners that live inside country like Quiché, Chimaltenango, Sololá, Alta Verapaz, Suchitepéquez, Mazatenango, Baja Verapaz, Izabal, Totonicapán, Huehuetenango and others regions.

The formation of the Movement of Mayan Youth (MOJOMAYAS)¹⁰ is also a result of the commitment of CONAVIGUA. The first members or core members movement are widows' children including daughters. MOJOMAYAS has facilitated spaces for its invigoration like young people; also, they have associated to several organizations of diverse nature, which has allowed them a bigger interaction with other instances that have helped them and will be able to help to look after their rights and to fight for social change (mainly the rights of those of Mayan youth).

8 Currently, the recruitment still occurs, it is based more on persuasion than in the use of force.

9 Information given by the National Board CONAVIGUA.

10 Young Mayan Movement



Additionally, CONAVIGUA is contributing to the enforcement of the social bounds and the development of the civic organization and participation, in particular of the indigenous women and, more recently, of the youth. This is demonstrated starting from the same structure and organization levels which CONAVIGUA has, its strengthened leaderships, qualified and with a lot of experience. Thanks to this lattice, CONAVIGUA stimulates the knowledge about the Mayan cultural and ethnic identity; it foments, equally, the individual relationship with the environment and Mother Earth Tierra, based on ancestral knowledge of the Mayan Cosmovision.

The bases and structures of CONAVIGUA stay active in the local, municipal Directive Meetings and the National Directive Meeting. This structure allows to advance in the interaction, incidence and lobby with public officials at national and local level (congress men, ministers, secretaries of State, SEPREM, municipal mayors, people in charge of Social Funds, representatives of churches, indigenous governorships and community authorities, among others).

Thanks to the work already done, the organization of women has been impelled beyond the demand, promoting the possibility to have spaces of decision making and incidence at local, regional and national level, strengthening its relationship with other actors (with the State, of its own organization and the rest of the civil society).

On the long way to go, they have changed stereotypes. Among them, something that was already fore mentioned: the fact that the Mayan women that are part of the Organization break patriarchal paradigms, mainly when becoming those responsible for the conduction and sustenance of their families, while they include in their calendar efforts and fights for the elimination of the economic inequalities

Contribution of CONAVIGUA Internationally

The public delivery of the book *Weavers of Peace* contributed to raise the international profile of CONAVIGUA. Among others, this document gathers reflections of women partners of the Organization: Rosalina Tuyuc, María Serious Canil, Ana Pérez, Juana Calachij and Fermina López (ex-former partner and former member of the National Directive Board of the Organization). Thanks to these women's testimony, CONAVIGUA is viewed like a strong, consolidated organization, with values and proposal capacity.

The participation, preparation, conduction, organization and elaboration of thematic proposals, in the frame of the round tables about indigenous towns, women and peasants, in the Social Forum America, was also an international contribution of CONAVIGUA.

Another fact that stands out beyond the frontiers of the country, is the role women leaders have carried out as part of the Organization; in some cases, carrying out a protagonist list inside work Commissions at international level (in scenarios like the United Nations). In that line, it is important



to mention the role women in forums, seminars, workshops and international conferences, mainly demanding and denouncing the situations of indigenous towns in Guatemala.¹¹

Nevertheless, the wealth of this role has passed unnoticed at a national level, mainly because the information related to this has not been systematized and recorded, consequently, neither has been spread (which is a current challenge to CONAVIGUA, looking forward to let its work known and to recognized the value of its work too).

To have an idea of this aspect of partner's outstanding participation of CONAVIGUA in international scenarios, we include the following listing of people that have attended diverse activities abroad:¹²

- Lucia Quila Coló
- Feliciano Macario
- Everarda Tista de León
- Magdalena Sarat Pacheco
- María Canil Grave
- Emilia Pana
- Rosa Amanda Pérez
- María Cabnal
- Ana Pérez Montejo
- Carmen Cumez Ambrosio
- Rosalina Tuyuc Velásquez
- Dominga Cucul Caal
- Sonia Sis Sis
- Juana Celestina Batz Puac
- María Chacaj
- Rosenda Poyon Cumez
- Margarita Paz
- Rosa Tzul
- Petrona Meletz
- Emma Catu

11 As an example, it's mentioned the involvement of women members of the Permanent Forum CONAVIGUA and the working committees that presented in Geneva, three cases of violations of collective rights of peoples.

12 Systematized information by the National Board, 2009



Some of the women whose names appear in the previous listing have attended the following events:

PARTICIPATION IN INTERNATIONAL EVENTS¹³

No.	NAME	COUNTRY	TOPIC	ACHIEVEMENTS
1	Ana Pérez Montejo	Norway Japan	Women for the peace; the women's situation and the work of CONAVIGUA.	Incidence at international level on the work of CONAVIGUA. and defense of the human rights in Guatemala.
2	Rosa Amanda Pérez	Japan Nicaragua	Free Trade; Plan Puebla Panama; The woman's participation; National Situation Education, political incidence with gender justness.	Incidence in the means of communication; Support of the Interanational com- munity on the work of CONAVIGUA.
3	Dominga Cucul	Nicaragua Honduras El Salvador	Alimentary Sovereignty, Earth and Territory.	Incidence and coordina- tion of actions with those organizations of defense of the human rights and the territories.
4	Sonia Sis Sis	Ginebra, Switzerland México	Collective Rights of In- digenous Populations.	Fights against the racism and discrimination and incidence in the communication of work.
5	Rosenda Poyon	Canada (October from 2006 to November 2007)	Exchange of experi- ences of the work of MOJOMAYAS	Incidence of the work of MOJOMAYAS at international level.

13 Information given by the National Board CONAVIGUA. 2009



6	Rosenda Poyon	México	Philanthropy of the young indigenous woman.	Incidence in international spaces of the participation of young people substantive topics.
7	Enma Catu	Canada (6 months)	Work of young people; situation of childhood and youth.	Socialization of the work of youth.

Results and Findings of the assessment at the functioning level of the Organization

The Organization

CONAVIGUA, as an organization formed by Mayan women, the majority widows because of the aftermath of the internal armed conflict lived in the country. It started with a main purpose, the accusation of the mechanisms of repression implemented by the military regimen of the eighties. The organization has carried out this task evidencing, in a collective and showing solidarity, the effects of such violence, particularly the murders and husbands forced disappearances and family parents leaving thousands of widows and orphans children.

The objective of the Organization is to promote the recognition and respect of the rights and the Mayan women's dignity, widows and poor, of the young ladies and the youth, especially of the Mayan Population. It also searches the improvement of the communities in all their aspects, through the execution of programs and projects of integral development.

CONAVIGUA's work strategy is sustained in the accompaniment for the orientation, the training and formation of capacities in its members; the promotion and defense of specific and collective rights, as well as the search of incidence in spaces of civic participation and politics.

For the development of the organization strategic activities; it counts with human resources, financial, logistical and materials. The financial resources are contributed mainly by the international cooperation, although self-support efforts also exist, with incipient results.



CONAVIGUA Collaborators: Mechanisms for the Administration, and Recruiting of Personal

For the formation of its political schemes, administrative and technicians, CONAVIGUA is governed by a recruitment strategy sustained in selection approaches and recruiting, assisting the contents settled down in two manuals, one of functions and another of specific procedures.

It is important to indicate that the manual of specific procedures was reformulated, modernized and approved until the end of the year 2008, while the present evaluation was in course. It explains that during the evaluation process there were comments ought to the lack of procedures that in some way affected the organizational development. This instrument finally provides order and clarity for the internal institutional dynamics. One of the comments was about the the concentration of political and technical decisions in one decisive level, which generates bureaucracy and it commits the operative personnel's roles that limits their development.

It is also extremely important to mention the topic of the personnel's low wages in within the Organization. This has been in general terms a restrictive factor that has prevented to maintain the best techniques and technicians for the execution of the projects. This limits the recruiting of personal with high qualification for the requirements of the positions contemplated in the programs and projects. It has been noticed in other indigenous organizations and of women that the level of wages is much higher in relationship to what people earns at CONAVIGUA. Some people had to leave out the Organization for this matter, which is pretty bad. People leaving the organization take with them an entire great accumulated institutional experience that will spread and get lost.

Another important element is the opinion heard regarding the absence of induction processes to the personnel, processes that would allow them to know which the functions are, which are the dynamics and organizational ruling. This has generated confusion regarding the what and the how to do things. According to some interviewed people, they have committed the processes of planning (reduced to the coordination of annual plans of work that they tried to harmonize at the beginning of every year). In the first trimester of 2008 incipient training processes started, communication and approach began with the technical personnel, with the purpose of improving the interpersonal relationships and tasks in the Organization.

Fortunately, some of these limitations have begun to be solved, with the new implemented strategic plan, it has generated better clarity and a better orientation in this respect of the competitions, characteristic of the National Board of Directors and of each program.



It is necessary to continue advancing in some aspects that have not still been corrected. It doesn't exist so far, a wage policy, this last one, for example, would imply certain methodological orientations for the recruiting of personnel. Although it is clear that the Organization has, from its origins, a work nature in favor to women.

The evaluation made to CONAVIGUA in 2001 recommended to carry out in a systematic way and periodically personnel assessment. That's why CONAVIGUA has impelled annually, processes of evaluation of this nature from which new recruiting depends on. This organizational strategy has been successful and it has allowed the personnel to strengthen.

Another strategy that goes in the same direction has been the celebration of the personnel and Board of Directors birthdays. Also, mother's day is commemorated. On March 8, -The international Women's-day- is taken into consideration and because of the fight of the women. Also, special days in within the Mayan Calendar are taken into account, during which reflections are made on the reason of each type pf energy for each day. All these actions have been initiatives undertaken by the administration of CONAVIGUA, with the purpose of motivating people, to improve the relationships and the communication among them, so that they are motivated and taken into account.

Policies toward gender equity

Policies related to gender equity have been appointed necessary. Mayan women of the Organization have confirmed the importance of impelling, as work policies, an institutional strategy from the Mayan Cosmovision. Consideration based on the conviction that the Mayan Cosmovision contains principles and values for a harmonic coexistence among people, men and women, as well as it establishes principles of deep understanding and of respectful communication with mother nature. In this sense, Cosmovision surpasses a gender policy.

It is important to indicate that in the convocation approaches, selection and technical personnel's recruiting is reasonable and it is considered preferable hiring Mayan women.

Mechanisms of operation of the Board of Directors

Another important topic is related to the Board of Directors. Its formation and responsibilities or own competences according to the statutes of the organization. The Board can be renewed every two years, although there is not prohibition for members to be reelected (once, two or three times). Changes in the Board of Directors can only be carried out by the National Assembly, every two years. There is a National Board, formed by 15 partners from different linguistic areas, and there are local boards. Local Boards formation and organization depends on each community usually organized groups (among 5 to 10 partners). There are geographical areas where there is a municipal and a local Board and other board at a community level. The



important thing is that in all the cases the maximum authorities are the assemblies, formed in different levels: municipal and national too.

All delegates that participate in the national assembly, ordinary or extraordinary, are elected in the municipal assemblies by the participants.

This type of organization is very positive, due to the existence of representativeness and genuineness in all levels. It is necessary to mention that people appoint that the national board of directors should open up toward certain renovation. It has been sensitive the necessity of more oxygenation or changes in the leading management, which would allow new leaderships specialization that could grow and to be formed from the experiences of the boards with bigger trajectory, skills and leadership.

In CONAVIGUA there is real identification with the fight. This identification is expressed in the fact that its partners take communion with their mission, vision and institutional objectives. This identification transcends or it is more important than the differences that can exist, which is evidenced in the fact that the programs and activities are developed and executed as programmed.

Changes in the Context

The work of CONAVIGUA embraces the political, cultural, economic and social spaces of the country. Women members or the Organization are fully working in these kind of environment; although, each one of them carries her own history. In order to understand the personal, family and collective life of the partners of CONAVIGUA, was necessary to meditate with them on how they perceive and they assume their context.

In general terms, the disapproval of the public administration is manifested in all the levels, with the increase lack of governability conditions, widespread violence, insecurity, corruption, lack of honesty and transparency in the public budget, as well as the increase of bad conditions related to unemployment, poverty and extreme poverty.

In the local environment, the violence is affecting without distinction, against the one that possesses economic resources as well as the poor and extremely poor population, individually and collective. Violence against the women has increased, robberies and constant assaults to the public transportation units.

The social phenomenon of gangs has entered in the rural dynamics. Ixil populations have testified what gangs have caused in the communities As result an incipient reaction of efforts from the town to organize a denominated civil patrolling, now called, <<Citizenship Security>>. Currently, it calls people's attention that men of the ex-patrol of civil self-defense are the same



people who drive this new association type. This men were involved in the massacres and many women's violations (in an intense way, mainly, between 1980 and 1982).

Religion is also seen like part of the problem, in some areas the same evangelical preacher promote acts of violence, when rejecting the practices associated to the Mayan spirituality. Same thing happens with Catholicism because there have been confrontations mainly when one doesn't understand or it is intolerant in front of the cultural diversity of the towns.

Religion and the Earth are permanent problems, same as poverty and extreme poverty. Crops aren't good anymore, because the soil is already used off and the use of transgenic seeds. Rivers and little streams have dried off because uncontrolled logging and extermination of forests causing contamination of the nature, bigger presence of chronic illnesses and, in general it has caused a grater rate of poverty.

It seemed like violence and the hunger are part of a strategy to finish with the Indigenous Populations. Communities demand to meet around their own identity, putting in practice the visits to the sacred places and sacred hills. It is like a step by step process of transforming the western ideology and to recover their own identity like indigenous populations.

The fear that limits to create organization, is the belief that organization brings conflict and after this violence. In this sense, it is important to mention that some interviewed partners have criticized the Organization, mainly because the work of the widows founders is linked with some political parties interests. According to these critics, this situation restricts in some way the freedom of making organization.

There are always different types of problems like the incidence of CONAVIGUA and their partners in the regions which has been very important to generate new participation spaces. This comes to strengthen the community administration. This incidence is expressed by the partners. They have achieved that their thoughts and action proposals are respected, valued and taken into account, with an eye toward overcoming conflicts and secular sufferings.

Organizational Structure

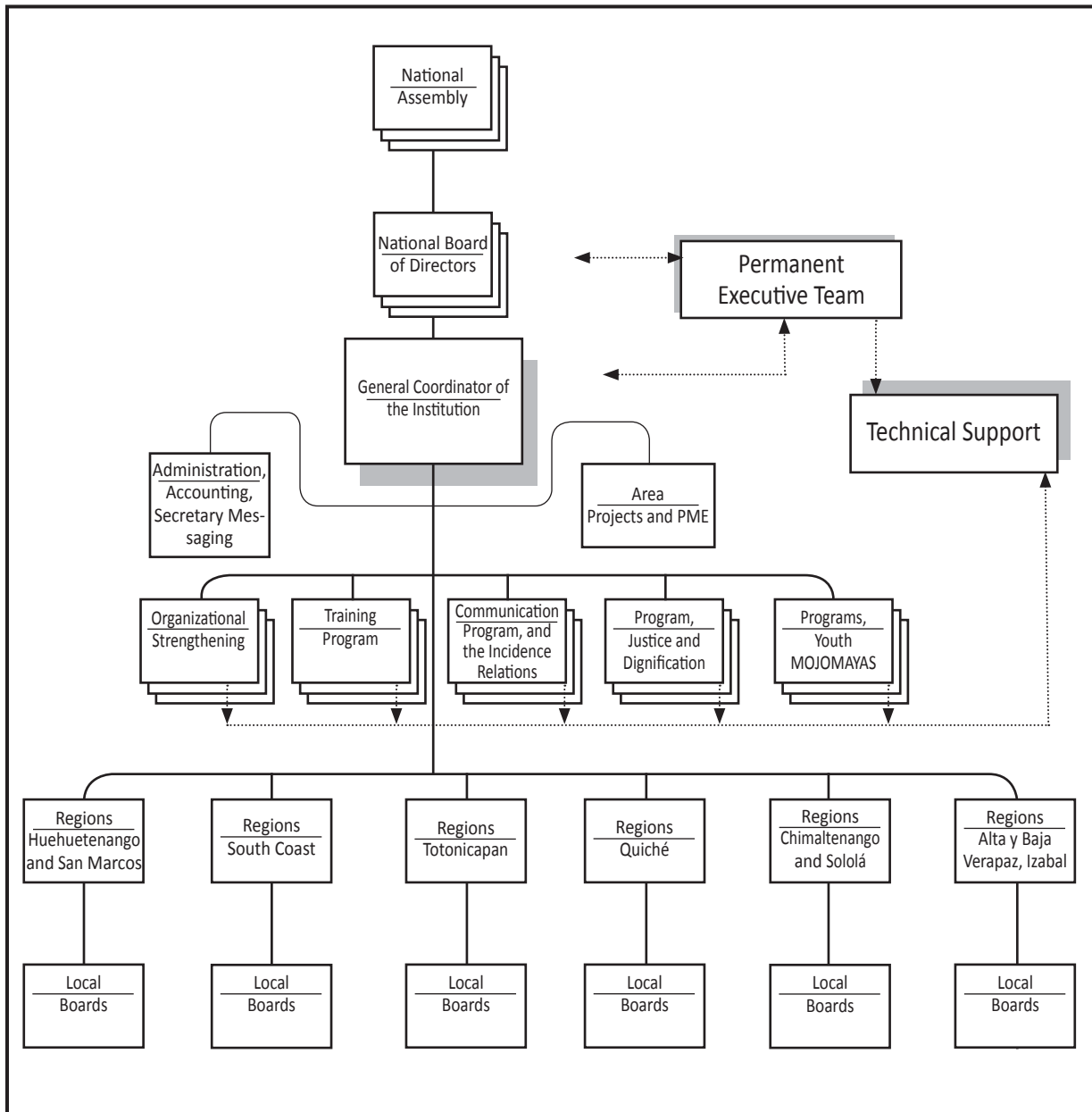
According to the given flowchart,¹⁴ CONAVIGUA denotes a conventional traditional structure that represents units with hierarchical levels descendant of at least seven levels. It starts with the National Assembly, National Board of Directors, the General Coordinator, Areas of Administration and of Projects, Five Programs, Regional Structures and the Local Board of Directors. Additionally,

14 Cfr. Organizational Strategic Plan 2007-2012, attached.



there are two outstanding support units with the Permanent Executive Team and of Technical Supports. About the specific tasks, these are described widely in the *Manual of Functions*.¹⁵

OPERATIVE STRUCTURE OF CONAVIGUA¹⁶



15 Extract «CONAVIGUA Functions Manual», revised in August 2008.

16 Extract “CONAVIGUA Strategic Plan 2007-2012”, November 2006, p. 23

The Organization had learned the handling of methodologies of strategic analysis, planning and conduction of the processes, forming itself in operative aspects and modifying things, the excessive dependence of administrative levels that in the past have caused serious complications to the administration. Currently, processes demand the Board or Directors to get involved.

From the formal point of view, decisions are delegated to the National Board of Directors by the National Assembly. Then, all members of the community should be fully informed as well of each partner regarding making decisions that concerns to everyone.

As point of view of the international cooperation for this aspect, it is considered that the maximum difficulty rests in the operability of the administration. People's opinion representatives of this sector, the National Board of Directors should point out the policy and the objectives, but it cannot take the daily administration in a plenary way (which is usually the tendency and it hinders any type of quick and operative administration). To achieve agility, efficiency and effectiveness, it is considered a more reduced executive team that the permanent team of the Board of Directors, which should not be involved directly in the execution of projects.

After the evaluation made in 2001, CONAVIGUA implemented some strategies that drove it toward certain changes. Among those changes, the first was the implementation of programs and projects, which allow us to point out the following strengths and weaknesses:

Strengths:

Coordination. Projects that are part of programs have been organized in a better way. For example, the topic of justice and dignification are in the exhumations and burials projects, which work in a coordinated way with the projects of psychosocial attention to the survivors of the armed conflict.

Evaluation 2001. Starting from the recommendations of the referred evaluation, there were settled different things between the technical coordination and policy of the programs. This allowed an execution and more effective implementation, though there were difficulties due different points of view among those responsible for one or another coordination type. There was no clearness limit between the policies and technical tasks mainly, the functions of those who took the impulse of one to another level.

Monitoring and evaluation. Processes and evaluation of the projects were used systematically. These processes are carried out biannual and annually and their results are the base to make improvements, to value advances in the attainment of results and to make decisions in this respect.



CONAVIGUA has formats to carry out a general monitoring of the projects; these formats began to be applied in the first semester of 2009, with the aim of improving the presentation of reports.

Administrative instruments. Thanks to the evaluation of 2001, CONAVIGUA was given to the task of generating important organizational instruments that guided its work, from the administrative point of view as from the strategic perspective. These instruments are, the manuals of functions, of procedures and the strategic planning. Having such guidelines has facilitated the work, endowing it of strategic directionality, functional and operative clarity. Nevertheless, the instruments are not daily assumed and managed by the National Board of Directors, the Local Boards and personnel hired by the Organization. It minimizes the potential that both organizational instruments have.

For the functioning of the institutional administration and the pursuit of the reached and foreseen results, the following instruments are shown:

- Manual of the personnel's functions
- Personnel's Profile
- Statute of the organization
- Administrative, accountants and financial procedures
- Strategic plan
- Plans of projects
- Annual operative plans
- Principles and values of the organization

The definition of these documents arose from the National Board of Directors soon after the legalization of CONAVIGUA; the proposals were elaborated by the technical personnel, with the orientation of the organizational consultancy. The content was approved through workshops.

In the course of this process there was discussion and the meaning of those hard or not easy understandable words was explained to partners. At the beginning, the process didn't work completely, because the documents were formulated in very technical terms. However, it was accepted as procedure, because it was a base or starting point, instead of not having anything. So the existing instruments currently are better understood and they accomplish with their purpose and help to be in coordination.

Highly democratic organization. In spite of possible indications for manipulations, conflicts for personal interests and search of protagonist, situations CONAVIGUA shows that it is a highly democratic organization, with mechanisms of wide and inclusive participation based on principles

and values as respect, fight for the life, solidarity and the indefatigable search of justice, dignity and well-being of the communities. These principles and values are exactly those that gave life to the Organization since this arose to the public spot. The strength is to have maintained them and to have allowed that they continue working in the base of the organizational mechanisms that are used for the democratic election of the representatives of the National Board of Directors. Women leaders of CONAVIGUA are elected with genuineness and transparency. This is achieved, through convocation to an impartial team of professionals and leaders of grateful prestige at national level that take the role of facilitators when carrying out the election. Also, they have a role of observers and witness of honor of the election process.

Programs and projects. The results achieved thanks to the implementation of the programs and projects have benefited thousands of people in the country, mainly widows, children and youth that were in the orphanage as a consequence of the armed conflict. These concrete results are the best letter of presentation of CONAVIGUA nationally and internationally, constituting its greatest strength.

Weaknesses:

Communication and coordination. Between the programs and projects, among responsible policies Organization techniques there are certain weaknesses as for both aspects. Communication and the coordination are even incipient in some areas, although in some programs they work well (the Program of Formation and Training, in the Projects and accounting area). There is duplicity of functions, lack of control, lack of clarity the personnel's roles, ignorance of competitions whether to take important decisions, and others. A clear example of this type of weakness is the case of MOJOMAYAS and its relationship with the Organization. There is little communication and coordination.

Area of projects. It is overloaded since some of those in charge to execute and to implement this projects should have assumed tasks that exceed their functions (among other, the elaboration of reports of the execution of projects).

Elaboration of projects. Weaknesses exist for the elaboration of reports although, beyond it, it is necessary to consider that all project bears a cycle of initial administration that should be observed, for the sake of achieving a successful implementation. Sometimes people that elaborate reports are practically unaware to the same execution of the projects; or they simply do not participate in the moments of internal reflection so results would be useful for the valuation and elaboration of future projects of similar nature.

Lack of team work. It was very sensitive the work absence in a team. It is owed fundamentally to the lack of information and opportune communication on the programs and projects. Many people that work for CONAVIGUA have mystic and sense of commitment towards the social



change they are performing. Sometimes they are not able to leave aside their difficulties or small disagreements to prioritize the goals that unite them and give sense and strategic directionality to the Organization.

Monitoring and follow up to execution projects. It is still necessary to strengthen or to have appropriate technical tools to monitor and to give a follow up to the execution of the projects. Each one usually implements his/her own evaluation mechanisms to measure indicators of projects. There are not standardized formats for the follow up, which blocks the needed information that later can be valued comparatively, to show a general scenario of the operation and advances of the Organization itself.

National Board of Directors. In a general way, the National Board of Directors and its members representing of the authority of the Organization are responsible to implement the actions agreed in the General Assembly and to make the pertinent decisions.

Their individual capacity is valued and it is recognized. They have a strong load of tasks to assist. Some interviewed people manifested their interest to improve the communication channels with the members of the Board and in general with people part of the different levels of making decisions in within the Organization. They proposed the opening of dialogue mechanisms in which the flowing of meanings would be privileged; not only offering personalized information but (for example, by electronic mail or written). The absence of mechanisms and more flowing channels of communication have impacted. For some people the interpersonal relationships are not very harmonic or precarious, which doesn't contribute to the personnel who can't find physical and spiritual comfort, getting familiarized and the sociability to achieve the best yield in their tasks.

Results and documentation

Incidence in laws and other indemnity processes and repair

Inside the most important results that were given after the evaluation of the year 2001, it highlights the approval of the Law of Civic Service, Decree 20-2003 of the Congress of the Republic. This juridical instrument culminates years of fight against the mandatory recruitment for the military service in the indigenous communities, mainly. In this process the Movement of Mayan Youth was constituted (MOJOMAYAS), as the children's initiative and the members of CONAVIGUA's daughters.

The indemnity and the victims' dignification have been an important part of the calendar of the Organization. Indeed, CONAVIGUA has looked for the indemnity through international juri-

dical processes and political negotiations in the country. In 2004, settled the National Program of Indemnity (PNR) and it was CONAVIGUA one of the main actors for this achievement. From 2005 to January 2008, Mrs. Rosalina Tuyuc was named as president of the National Commission of Indemnity, in representation Government in shift.

As women's organization, CONAVIGUA is distinguished for the fact of arising in the middle of armed conflict for the defense of the human rights of the Mayan women. Almost all widows of the war, assumed the recovery of the integral rights of the women and the community of the indigenous populations, with emphasis on children and youth. It has centered part of the effort in creating conditions for the indemnity of those rights forced during the armed conflict.

One of the programs of CONAVIGUA's work for the dignification of the victims has been the process of localization of secret cemeteries, the exhumation and the victims' burial.¹⁷ Many of the victim's cases have been assisted through the programs of psychosocial attention and mental health. However, there is still demand of psychosocial attention and mental health in the communities, because the team has not been able to assist all the petitions and uncompleted processes. Situation due to the demand and the necessity which are excessive in the country, surpassing a lot the installed capacities that the Organization counts with.

CONAVIGUA has been one of the key organizations that work for the clarification of the facts of violence, being active part of the process of elaboration of the Report of the Commission for the Historical Clarification (CEH). Indeed, the Organization contributed to the documentation of more than six thousand cases of violations of human rights, on forced disappearance, slaughter, sexual violations, extrajudicial executions, internal displacements, and others.

The concretion of all these efforts has as purpose that these facts of violence that widows suffered in a direct way won't repeat again neither be lived by their daughters and children in the future. To achieve this meaningful objective, and in accordance with the opinion of the external cooperation, CONAVIGUA should recapture the political fight: principle that in some how is being left, abandoning it in favor of an assistance policy toward its partners. Such an opinion is sustained equally in the analysis of the current context crossed by the country.

Another option is to conjugate both action types (the policy and the assistance). In the same way, the defense project and promotion of the collective rights of the indigenous towns should continue, as well as the defense and rights of the Mother Earth.

17 According to data collected and taking into account Mr. Humberto Espinoza report (Institutional Advisor of the Organization), June 1997 to June 2008: there have been carried out 126 exhumations, with a total of 1204 victims exhumed. It has also buried a number of 1082 victims, pending to date, 122 cases. During that time, 28 monuments have been built in memory of the victims.



Incidence in the organization and women's empowerment

Being a women's organization, CONAVIGUA's space is considered determinant to carry out the knowledge of the woman's rights, the creation of capacities for its application and its intervention in the environment and organizational development of the community, in a constant process of civic formation for the exercise of the justness. Nevertheless, it is considered that lacks a systematic policy of orientation and political strategy, of incidence of the Local Board of Directors.

A specific challenge is the promotion of alliances with other organizations with similar interests and fights, but up to this date, a real convergence of indigenous women has not been promoted. In fact, the incidence in public policies for women is an axis that can and should allow alliances, but it still needs to be approached internally, as a process of political construction.

The support that offers FOKUS and GM-LAG has been decisive. All achievements, facts and merits of the Organization are due to the support received. Although, it implies a process with diverse demands and requirements to be completed, to which CONAVIGUA has consented, adapting to the work terms proposed by the cooperation.

Dynamics at a local level

Local leadership has been developed in important levels that impact positively in the internal work of CONAVIGUA and its organizational structure. It should be pointed out that women leaders and young leaders at local level that are part on the communities Board of Directors and of the regional of CONAVIGUA, have the representative and genuineness of their communities, when they were elected through participative and democratic processes. This representative and genuineness added to the regional and national impact of CONAVIGUA's work, have contributed that the many women widows partners are respected and taken into account to participate in local processes as the Community Council of Development (COCODES) and the Municipal Council of Development (COMUDES). These new participation spaces allow the women widows to participate, to impact and to make decisions linked to the development of their own communities. This qualitative change of the women widows and leaders has been the result of their participation in CONAVIGUA, what has contributed to the creation of capacities to overcome the fear to participate and organization. According to data provided by National Board of Directors, up to date there are 39 Mayan women who have assumed responsibilities and they have impacted in the structures of the State local government, regional and national.

CONAVIGUA's list of women and partners that from the year 2,002 up to date, have participated in local, regional, and national instances in the structures of the State government.¹⁸

No.	Participation instance	Year	Responsible / or participant	Community / Municipality Department
1	Congress woman and Chairwoman of PNR	1996-2000 2004-2007	Rosalina Tuyuc Velásquez	Guatemala
2	Municipal Council	2000-2004	Carmen Cumes Ambrosio	San Juan Comalapa
3	Secretary, Woman's Municipal Secretary	2007	Ana Pérez Montejo	San José Poaquil
4	Chairwoman COCODE	2004-2005	María Maldonado	
5	Vice-Secretary, COCODE CODEDE	2003-2004	María Everarda Tista de León	
6	Secretary for the Children and youth		Juana Gomez Aviles	San Juan Cotzal, Quiché
7	Vice-Mayor Woman Mayor	2008 2009	Teresa Toma Sambrano	San Juan Cotzal, Quiché
8	Member of COCODE	2008	Fernanda Atz	San Martín Jilotepeque, Chimaltenango
9	Member of COCODE	2005-2008	Juana Calat	Salamá, Baja Verapaz
10	Member of COMUDE	2005-2006	Margarita Loyos	Panzós Alta Verapaz
11	Member of COMUDE	2004-2008	Eusebia Pu López	San Miguel Uspantán, Quiché
12	Chairwoman COCODE	2007-2009	Margarita Ramírez Pérez	San Lorenzo Mazatenango
13	Vice- Chairwoman COCODE		Lucía Ortiz Godínez	San Lorenzo Mazatenango
14	Treasurer COCODE		Catarina Felipe Ordóñez	San Lorenzo Mazatenango
15	Member of COCODE		Francisca Ortiz Velásquez	Santa Fe Retalhuleu

18 The next 3 charts show information given by the National Board CONAVIGUA.



CONAVIGUA's list of women and partners that from the year 2,002 up to date, have participated in local, regional, and national instances in the structures of the State government. COCODES, COMUDES AND CODEDES.

No.	Participation instance (example COCODE, COMUDE, CODEDE)	Year Short, Medium or long term.	Responsible / or participant	Community / Municipality Department
1	Member of COCODE		Francisca Felipa Ordoñez	Retalhuleu
2	Member II COCODE		Leocadia de Leon	Retalhuleu
3	Member I COCODE		Alba Ramirez	Retalhuleu
4	Chairwoman of the Woman's Municipal Secretary	2008	Ana perez	San Jose Poaquil
5	Member I COCODE	2003-2004	Marta Lucas	Xeatinap, Santa Cruz del Quiche
6	Member of COCODE II Mayor	2008 2009	Matilde Che	Chisec Alta Verapaz
7	Member I COCODE	2008-2009	Antonia Guadalupe Lacan	Aldea Vasquez
8	Council Indigenous Governorship		Juana Cordoba	
9	Member of COCODE		Guadalupe	San Pedro Necta
10	Member of COCODE		Juana Domingo Garcia	San Rafael Petzal
11	Member II of COCODE	2003-2004	Maria Us Sacarias (RIP)	Xeatinap, Santa Cruz del Quiche

NATIONAL COORDINATOR OF WIDOWS FROM GUATEMALA

12	Delegate of the Coordinator of Organizations for the Indemnity of the Mayan population	2004-2005	Maria Canil Grave	At a National Level
13	National commission of the Agreement of Peace representing Indigenous Populations	2006-2007	Maria Canil Grave	At a National Level

CONAVIGUA's list of women and partners that from the year 2,002 up to date, have participated in local, regional, and national instances in the structures of the State government. COCODES, COMUDES AND CODEDES.

No.	Participation instance (example COCODE, COMUDE, CODEDE)	Year Short, Medium or long term.	Responsible / or participant	Community / Municipality Department
1	Member IV of COCODE	2009-2010	Santos Lucia Caal	Uspantan el Quiche
2	Member IV of COCODE	2009-2010	Ana Macario Panto	Chiche, Quiche
3	Member IV of COCODE	2009-2010	Isabel Carrillo Castro	Patzite, Quiche
4	Member IV of COCODE	2009-2010	Santa Carrillo Castro	Patzite, Quiche
5	Member IV of COCODE	2009-2010	Elizabeth Calel Chacaj	Patzite, Quiche
6	Member IV of COCODE Mayor woman and helper	2006-2009	Mariana Real	Chujuyup, Santa Cruz del Quiche
7	Member IV of COCODE	2009-2010	Dominga Lopez Perez	Joyabaj, Quiche
8	Member I of COCODE	2006-2008	Francisca Aquino Calel	Chichicastenango, Quiche



9	Member I of COCODE	2006-2008	Alicia Calel Morales	Chichicastenango, Quiche
10	Member of I COCODE	2006-2008	Sebastiana Tzuy Velasquez	Chunima, Chichicastenango Quiche

The women participate in local actions, in representation of the Organization in spaces of civil society at local level, Indigenous Organizations, instances of the State, as COCODES, COMUDES, SEPREM, and Municipalities. It is important to mention that several of the partners have had political roles at local level, for example: they have been members or the board in COCODES, COMUDES, members of Municipal Town councils, and others. These achievements and women's strengths have been possible thanks to previous strengthened formation in spaces and training they have received from the Organization. For this reason, women recognize that CONAVIGUA has contributed with them. The Organization has given them strength and has supported them to increase their levels of self-esteem. Starting from the received strength, women feel able to fulfill an important role for the development and well-being of their communities and the country; this maintains them with courage, because they know that their contributions are important.

Most of the partners of the Organization are widows of the internal armed conflict; however, the programs and actions of the Organization have extended their attention and support to women in general, particularly Mayan women of poor communities and geographically forced by the armed conflict: women who show interest or need help and support. The programs and actions are also addressed to the daughters and children, young and Mayan women.

The local partners and particularly those that participate in the Local Boards are elected in a transparent and legitimate way. The voice of the partners of the communities is listened through their representatives in the National Board of Directors.

The directive partners of the National Board have the function of being channels of communications and pursuit to the local actions and along with the central headquarters of the Organization. The communication and relationship is given in a flowing way.

The Local Boards representatives of the Organization are formed of different communities. They have a local and municipal board (there are among 5, 6, 8, 9 or 10 partners in each Board). They are strengthened through diverse projects that are implemented. The representative who is a member of the National Board of Directors receives a payment. This representative also is the regional coordinator, policies responsible, organizational and mental health promoter.

Inside the Organization normative, the meetings of the National Board of Directors should be carried out every month; in some cases they are extraordinary meetings. The role of the representatives of the Local Boards is to be communication channel between the local and the

national groups. They are also in charge of projects at local and municipal level, in coordination with the programs and projects from the central headquarters.

The difficulties that the communities and women face are the situation of poverty and exclusion of the communities in a particular way. Women have the desire to diminish discrimination and racism, as making worth their rights as people and human beings in this society.

The essential necessities felt by the groups of Mayan women at a local level are, mostly taken into account in the objectives of the projects of the Organization. In spite of the lack of integral diagnostic about the necessities of the groups of women of the communities, programs are created. Starting from these necessities, perceived in a not systematic way, the programs are designed with the purpose of offering attention to the groups of Mayan women from the communities. Also, the feeling of the community is taken into account during the development and implementation of the five programs which at the moment CONAVIGUA has.

The women partners' satisfaction with the Organization:

The identification of the Organization's members express that is generalized when they value its role and the positioning at a national and international level: recognizing the sacrifice that has meant for most of the members to make advance the fight and the trajectory of CONAVIGUA.

There is a feeling of satisfaction to be part of the Organization, which is recognized as a matter of space of constant learning in the topic of the individual and collective rights, of retrieving and recovering cultural aspects, as well as of inclusion and opportunity for the young population.

To abandon CONAVIGUA would only obey the change of political orientation in the organization, the lack of stimuli to the individual and collective contributions, the loss of coherence of its principles and values. Nevertheless, it should be disabled the negative perception of lack of organizational cohesion urgently and to implement internal mechanisms of invigoration.

Other excellent challenges to offer this invigoration are the formation processes and training, which should continue. Through this means or type of strategies, there will also forming new leaderships.

In general terms, it is expected that women and young people could get to know their rights and obligations (as well as the laws, agreements and international treaties that support them), which would strengthen their capacities and support their strategies of incidence at local level.

In the formation processes and training, it is necessary to point out that it is in process of design of a learning plan to strengthen the capacities for women at at a local level. Until now, there are only punctual actions of training and formation (for example: forming promoters of mental health). Some workshops are carried out in an isolated way, not systematic. The plan



seeks to minimize this; now it has a specific methodology of work, according to the necessities of the women partners of the Organization; but because of financing reasons it has not been possible to implement this plan.

Nowadays, in the practice training processes are also undertaken for juridical promoters, educating promoters, organizational promoters and promoters in mental health, as well as agricultural promoters.

It is also a challenge to know, to understand and to value the Mayan Cosmovision.

MOJOMAYAS and CONAVIGUA

It is necessary to remember that this Movement arises of the concerns of the women of CONAVIGUA. Women who worked and realized the importance of the male and female youth to get organized politically. This gave place to motivate their role like objects of conscience and their participation in the promotion of the preliminary design of Law of Social Service and incidence for the approval of the regulation of the Law of National Civic Service. All tasks of the social service that could lend in exchange for the forced military service. From the political-strategic point of view, this constituted a coherent thought with the general chore of CONAVIGUA and its fight in favor of the human rights.

From the beginnings, MOJOMAYAS has been able to lay the foundation excellent achievements, among are the following:

- The same organizational process of male and female youth.
- Extending the geographical area of influence (including CONAVIGUA).
- Minimum community structure.
- Intensive work with children.
- The formation work for the political incidence, administrative formation, technique and politics.
- Coordination alliances with diverse organizations (among them, with CJG, the social movement of the childhood, Waqib' K'ej, the CORPUMA, the CLOC, and other).
- Male and female young people impelled the candidacy of Mrs. Rosalina Tuyuc like president of the PNR with determination.
- MOJOMAYAS has elaborated solution proposals to the problem that young people live in Guatemala, among them the following: preliminary design of the youth's national Law; pre-



liminary design of Law of protection of the childhood; municipal calendars carried out in the electoral processes.

- MOJOMAYAS has reached reputation and a good recognition at national and international level.
- Youth's topic has been impelled inside the Mayan indigenous movement (for example, in 2007, the installation of the youth's table starting from the III Continental encounter of Indigenous populations).

When the organizational process began around male and female youth, it was clear to work with widow's daughters and sons (although at the moment in MOJOMAYAS participate young boys and girls that are not widow's children). On one hand, this situation is an advance, since it obeys an inclusiveness principle and it is translated in a wider covering; nevertheless, this fact also enlarges or it diversifies the points of interest, diluting the strength that, for certain strategic actions, means to be carriers of a role like women's children that remained widows as a consequence of the internal armed conflict. In this sense, there is risk of fissures or, possibly a separation between MOJOMAYAS and CONAVIGUA, mainly if mutual commitments are not defined and the points of interest that join them stay like part of the organization. It is also necessary to settle down with clarity which it is the organizational form that will involve all members of MOJOMAYAS, from their strategic plan, so they will feel part of CONAVIGUA (and not like another organization, with its own structure, organizational dynamics and with its own work calendar). This situation seemed to imply redesign for CONAVIGUA so it sees itself in its nature, the points of incidence and its actors that are no longer only women widows, but also women widows that have married again and Mayan young populations.

It can be considered that some of the motivations for associating as Mayan youth are distanced a little bit with the women widows' interests. At the beginning, women wanted to develop training workshops with the youth, without counting on that now young people look for to promote activities, characteristic of their vision on childhood, adolescence, youth and their own development. It is clear that many women consider that the relationship between CONAVIGUA and MOJOMAYAS has not been defined.

According to comments made by women participants in interviews carried out in an external way, to the public opinion MOJOMAYAS is a separated organization. Meetings and activities related to young people summoned at a general level, male and female members of the Movement appear registered as <<representatives of MOJOMAYAS>>, not as an expression of the program of young people that belongs to CONAVIGUA.¹⁹ It is necessary to point out that in the ordinary

19 Mojomayas has developed regional meetings for discussion of legal initiatives and coordination with other human rights organizations and programs focus on approaches for children (such as UNICEF Youth Council Advisor). The Movement also keeps its presence and participation in national 19. conferences on analysis of the problems of youth and definition of public policies that favor them. Politically, its members participate in the OAS Permanent Forum, the Party Secretary.



speech of the women widows partners of CONAVIGUA, there isn't a solid conviction that the movement of youth is integral part of the Organization.

Internal relationship is crossing difficulties as a consequence of mutual points out. According to some members of CONAVIGUA's Board, the relationship is not satisfactory: except for counted exceptions, there is no coordination and communication, besides respect is not shown to the women organization. A significant point out is the lack transparency and the intolerance in front of the critics. Certain lack of reciprocity is also claimed in the way members of the Board of Directors acts in the Movement, as well as serious problems of behavior, violation accusations and consumption of alcohol.

Some members of the Board from CONAVIGUA are confused about the causes that led their name like <<Mayan youths' movement >>, seemingly without approval and without reflecting in their strategic plan that original bond with CONAVIGUA. In fact, some members of the board have resentment; even though they have recognized its autonomy and that they have sometimes claimed the lack of support. There has been strong support toward them and they function at the headquarters of CONAVIGUA. They use of the whole infrastructure and they have been received politician support for the administration of projects.

However, male and female youth from MOJOMAYAS have clarity on their strategic nature. They sometimes perceive that CONAVIGUA's programs are prioritized, but it should be recognized that women have a history and youth another. Sometimes when one speaks about youth there is no interest shown, neither the needed attention to the current problems young people suffer. <<Sometimes, we speak about CONAVIGUA, but only two or three speak of childhood and youth, and this it is a program, but we don't mention it, this worries us>>.

MOJOMAYAS's role in the Organization is translated and it is recognized as a broad work with the youth and childhood, which implies to transcend the fight against the mandatory military recruitment from CONAVIGUA. Because of the changes generated by MOJOMAYAS's work, this situation can be explained thanks to the expressions of interviewed women in the evaluation: <<maybe because of age and maturity, we think their criteria is not valid, but for them it is: they wanted to play football soccer and for us that was not important, so we looked for uniforms, balls, football fields and they achieved success in several towns>>. Check if they were the same people. <<During more than two years they worked a lot with young people about drugs, problems they face and they told us how to reach young boys and girls members of gangs>>.

For some of the members of MOJOMAYAS, women have their own autonomy, the same as the youth: <<we know very well that they have their own ideas, thoughts, and criteria. I see it as if we were a family, CONAVIGUA is our mother and the youth the children, we have not said that we are another organization at all>>.²⁰

20 Political and Electoral Lookout.



It is inferred, that the integration of the Movement in CONAVIGUA crosses for a period of confusion and lack of coordination, derived of the mistakes related to funds administration and autonomous political decisions. They adopted their own name and elaborated their own strategic planning (although some members of the Board of directors of CONAVIGUA point out that these last two actions obey recommendations of the same international cooperation). On the other hand, it is recognized that not everything is negative, because in some regions coordination works well, although they admit that CONAVIGUA lost control on the work young people carry out. The board of directors did not assign any politic responsible in that program, so without a doubt MOJOMAYAS was devoted to recruit more young people without prioritizing the work to the internal sight which implies the commitment with the children, daughters and the partners of CONAVIGUA.

Administration and financing models

Currently the administrative routines of the Organization are based in the administrative manual that was approved in November of 2008 and it began to work starting from January of 2009. Thanks to this manual it is expected that little by little administrative routines of major order are secured and disciplines as for certain organizational procedures. In such a sense, the manual represents new challenges for CONAVIGUA.

One challenge is to assume responsibilities and functions with more clarity; it is required in this sense, respect and communication on the activities that people carry out. Many administrative tasks were viewed like pressure on behalf of the administrative personnel or of the Coordinator; however, this regulation supports the work bond between the Organization and the hired person.

In spite of the little time that has the implementation of the manual, they have already begun to feel some changes. For example, the administrator mentions quite significant changes in connection with the communication flows, which have improved. Now the personnel informs on permissions and delays.

It is necessary to remember the initiative of the administration in this respect of the celebrations of the personnel's birthdays and members of the Board of Directors, as well as the commemoration of important dates for women and of Mayan Calendar. Both initiatives have demonstrated their effectiveness.

As for the accounting, in 2007 there were difficulties that caused damages in the administration of the accounting for projects and at general level. The difficulties were primarily because of changes on the personnel, as consequence of the previous personnel's resignation, which also manifested behaviors and noxious individual attitudes that impacted in the loss of extremely excellent countable information.



Fortunately, the Organization faced in a satisfactory way this situation, hiring a specialized team that is still in process recovering missing information. Although this situation can be considered as incidental, it is necessary to point out, as a learning facts, that this type of situations arise when the wages are low, on one hand, and when interpersonal and hierarchical relationships spread to move in a scenario of distrust and apathy. Situations like this, spreads an negative feeling among others co-workers.

Main weaknesses in the administrative area

According to the procedure, checks requests should be made at least three days in advance. However, the procedure is a little complicated because very often payments are urgent. Urgencies usually happen in the technical coordination. As it is known, it is normal that urgencies and setbacks exist. The problem is in within the Organization “what is urgent” has become a routine, mainly in past experience. This traditional aspect should change and responsibility should also be assumed on the use of the manual of procedures.

Another difficulty has been the transfer of the legal property (the building) which the organizations is using, in zone 1 of the capital city. This transfer is still pending, since the documentation file has not been completed. Work is being done in toward culminating the process.

Another weakness of CONAVIGUA is the financial self support, which represents a permanent challenge. It is necessary to maintain a constant presentation and negotiation of projects with the donating agencies. One favorable thing in this sense the work the Organization carries out is located in the margin of priorities settled down by the international cooperation for the work in Guatemala. Also, CONAVIGUA has a wide trajectory and gained a lot of respect at a national level as well as internationally. For these reasons, it is not difficult that the projects that the Organization presents are supported.

The challenge of CONAVIGUA, at the moment, is to generate own funds starting from the Training Center from Chitatul, Quiché.



Mayan Cosmvision

All towns have deep visions on the cosmos and all that there is in it: life, existence, nature, human beings, the world, the planet, the universe, the micro and macrocosms. It is about visions on what you see and can't be seen, but in somehow is there and is part of existence. Worldvision explains the why and how of life, its origins, manifestations (toward where we go). Also, by means of the cosmvision sense is conferred to the systems of relationships that they settle down among all that exists.

The Mayan cosmvision is of ancestral origin, with roots in the visions and practice that took place thousands of years. Ancestors lived before the Spanish invasion in the territory that today is denominated Mesoamerica. From their wisdom, our ancestors adopted focuses based on a deep, systematic and exact knowledge of the planets and cosmological systems. Consequently, they based their ideas counting and using a calendar, including the handling of the time. and, what is more important still, the cosmos explains how it affects life in the planet. Mayan grandparents were great astronomers who had precise and varied discoveries, still astonishing to the scientific community and general public

One of the values and principles of the Mayan cosmvision praise the complement. This is the harmonic coexistence of dual elements: day and night; Heart of the Sky and Heart of the Earth; Father Sun and grandmother moon; man and woman... From this deep principle, the Mayan cosmvision transcends the gender vision, because the sense of justness goes beyond the mere relationship among sexes. It goes toward the notion of complementary unit toward the idea that we all are one, so much among us as with the Universe and all that it exists in it.

The Mayan cosmvision, as well as others of ancestral populations of America and of the rest of the humanity, have shown recent fame, mainly because, according to some voices, these towns constitute a moral reservation for the human beings and the Planet. In one way or another, this type of vision has been captured in international instruments of defense for collective Rights of the Indigenous populations. Among such instruments, highlights the Agreement 169 of the International Organization of Work (ILO); the Universal Declaration of the Rights of the Indigenous and Tribal Towns and, in Guatemala, the Agreement about Identity and Rights of the Indigenous Towns that from the promulgation of the Law frame of the Agreements of Peace, it constitutes a commitment of State.

Although, in the conceptual base and the juridical-formal and institutional principles references related with the foundations and values of the Mayan Cosmvision, they are still considered limited practices to the individual and not institutional interest. In the case of CONAVIGUA, reflections have been promoted so that the organizational procedures are made from the Mayan principles. This was evidenced, during the last election process of the Board of Directors, in which linguistic areas that the organizations embraces were considered (although many members'



opinion were that the regions from kiches and kaqchikeles prevail, so other areas are considered with little representation).

On the other hand, it is admitted that previously they only spoke of the days energy meaning of the in an occasional way; nowadays, this Worldvision practice has become a common practice in each meeting. It is also a sign of respect and consistency that holidays have been granted in important dates for the Mayan Calendar, as when a New Loader of the Time begins, for a Waqxaqib' B'atz and a B'elejeb' B'atz.

The general appreciation is that they are internal values that will go maturing, recognizing that the practice of these principles can appreciate in the same communities. It should be promoted and to become aware to the members of the Organization, so that they consider that the Mayan Cosmvision is an inherent topic to their identity. The Board of Directors recognizes to know about CONAVIGUA birth, inside the Mayan Calendar; although, they could not assure it, for the anniversary of the Organization they had considered to carry out a ceremony in the four cardinal points.

The Board of Directors still does not define clearly if it opts to integrate the Mayan Cosmvision to the different dynamics of the Organization. Although, it was indicated, some practices already exist in the individual side. On the other hand, it is evident the necessity to promote internal reflections in the topic, because the confusion with the religious aspect generates counteractive questions. In spite of the advances, mainly to promotion level and understanding in the communities, it is necessary to sensitize about Mayan spirituality beyond the simple ritual.

In contrast, the experience and proactivity of the bases as for their spirituality is more advanced. Some groups commemorate relevant dates for the Mayan Cosmvision and they meet during important celebrations inside the Mayan Calendar; besides, their work rotates around the energy and they visit the ceremonial centers as a cluster, like organized bases (such is the case of the group of women widows from San Andrés Sajcabaja', Quiché).

In the current Strategic Plan of the Organization points out literally in the corresponding part of the mission: <<We observe with stability and responsibility our ethnic identity and we claim a theory-practice and social and organizational managing in the line of the principles and values of the Mayan Cosmvision>>. Although the Strategic Plan 2007-2012, does not include results and specific activities in that road, except for something regarding the teaching of Mayan languages.

It is necessary to indicate that, according to some appreciations, a marked difference is visualized among the partners and groups of CONAVIGUA that work based on the Mayan Cosmvision and the ones who doesn't. According to these appreciations, the first ones evidence their force, their happiness, in relation to the other groups that have only been near the conventional techniques.



Mental Health Project

Psycho-emotional effects of the internal armed conflict:

The consequences and effects of the internal armed conflict still prevail in the memory, in the conscience and, mainly, in the bodies of the women partners of the Organization. During the meetings, visits and carried out interviews, it was visualized this aspect strongly, it has been prioritized just a little bit and has been assisted little too, to heal the wounds of the past.

Affection indicators are shown: sadness, pain, bitterness, anger, impotence, lacks of affection, physical illness, concerns, low self-esteem; these indicators reflect a lot of inside trauma that still exists in each woman. There is still a lot of pain. Some of these emotions are manifested through illnesses, behavioral problems (obviously have an impact in interpersonal relationships, mainly those of work), or sometimes through difficulties to outline projections, to execute actions, defend or give attention to individual matters.

Several difficulties were perceived not only among the Board of directors members, but also by the Organization personnel, impacting in sensitive weaknesses, since the psychological aspect is important in order to have balanced people.

Achievements and effects of the Mental Health Project

The Project has contributed to the partners personal healing. Many interviewed women define it as high-priority work undertaken by CONAVIGUA. Considering all women that have survived the internal armed conflict, they were seriously wounded and emotionally hurt, some in critical levels. It is easy to understand the relevance that this process has for the Organization members,. <<Mental health is to cure what we have in our head and heart>>.21

Currently, mere actions are being carried out to develop Mayan practices as a healing method. These practices include massages, medicinal plants, Mayan ceremonies, participative dialogues and others.

Participating women testimonies are enough to assess the process which has been appointed as positive. Women indicate and feel having a plenty everyday life, considering that they already begun to heal their wounds and look a little bit further on. They say, <<It helped me a lot, I recovered, my body already feels as new>>.22

21 Focus group with women of the Local Board, Chitatul, Quiche.

22 Focus group with women of the Local Board, Chitatul, Quiche.



<<Some women were able to share their problems, others cried, others laughed because they had never had a place to tell their story>>. <<It has helped to heal their pain because of all the suffering during the internal armed conflict>>. <<In this whole process, the organization partners were able to eat again things that no longer could for their illnesses. They have been able to reduce fear, although kidnappers are still alive; the ones responsible for their missing relatives>>. ²³ Women now are more active, participative, cheerful and willing to continue.

The project is recognized worthy because of the individual traumas attention provided. This project was born specifically with the purpose of offering help to women widows, mainly during the processes of exhumations and burials.

The original objective became wide to other common victims. It started with healing workshops that contribute to overcome pain caused by the not lived bereavements. The outcome shows positive effects that have changed many women's real life, but there are a lot of things to be done yet. It is the beginning stage and learning to be implemented.

Among the advantages, it is necessary to appoint that women acknowledge and trust the organization. Besides there are financial resources to carry out recognition and the practice of Indigenous towns populations rights.

CONAVIGUA focuses on the transition of victims to citizens, full of equal rights and obligations. It also supports women to get organized, get trained so they will become leaders. Mayan women rights and the development of communities are also supported.

Women members participate in coordinations and political spaces at a local, municipal, national and international level. With its own funds, CONAVIGUA is one of the organizations that promoted the establishment of a Councious Court against Racism and Discriminationt.

Besides of its ordinary dynamics CONAVIGUA creates conditions for widow women to Start a process of self help, formation and training to enforce their capacities.

Weaknesses of Assistance of the Mental Health Project

Many problems were found in the implementation of the Project. One of them is the scarce covering, since five women participate per town only, which is a low cipher considering the vastly number of women victims left by the armed conflict. Due to shortage of economic resources, there is not enough and appropriate therapeutic material. Besides, CONAVIGUA operates in some regions having promoters of mental health (although in those areas where there is demand and the partners' necessities are high work is not enough). Another identified obstacle is the reduced attention given in the places of exhumations, which generates another type of

23 Expressed by the head of Mental Health Project CONAVIGUA

risks. CONAVIGUA'S objective should be to facilitate the accompaniment before, during and after the exhumations.

In some cases, the technique and applied methodology they are not contextualized to the cultural conditions of the Mayan communities. Even though, there is a team effort that facilitates psychosocial attention and work in favor of the mental health to aim its technique and methodology, according to its own necessities.

Among the disadvantages, the financial part sometimes becomes an obstacle, because often the resources are very scarce. Communities receive support directly and improvements on the use of the Projects funds have been clear.

Another difficulty is to revise each coordinator's work for a better understanding of the results.

Cooperation

The Organization is aware of the importance of intervening in diverse social nets, overcoming prejudices of inferiority, capacities are acquired for the administration and the organizational invigoration, besides contributing to overcome the limitations imposed to the role of women by a chauvinistic and patriarchal system. Because of low school level, many partners have crossed the hard way to impel administrations procedures. Perseverance and the importance of the participation have been elemental for the recognition of the women's rights.

CONAVIGUA's presence is recognized and respected in different instances national and international. To have a strong presence, it is very important to develop abilities and personal competitions, of lobby, negotiation and speech which can be valued inside the organization. However, hard work of self-formation has been fundamental to solve several aspects, including some international matters.

International cooperation support has evidently strengthened the political role of CONAVIGUA. This organization participates and gathers diverse leaderships, each one of them constituted by a unique personal story that will not repeat again. It should be seen as a wealth that has grown next to the individual and collective capacities. Thanks to this support the Organization has grown, consolidated and diversified. However, growth has generated certain problematic and makes evident the necessity of program specialization, according to its nature. It is also necessary to



design training efforts according to those necessities and carried out under the responsibility of specialized units.

It is necessary to manage growth to achieve greater efficiency and effectiveness in the implementation of the activities so these truly contribute to reach the proposed results and the prospective impacts. CONAVIGUA relationship with the cooperation requires to strengthen stability of projects and stimulate the stability of the technical and administrative tasks, as well as to specify the institutional strategies to strengthen its political participation; including training contents, participation spaces and the same relationship with the cooperation.

CONAVIGUA's main supporters have emphasized the necessity to create mechanisms of inter-institutional coordination with the purpose of strengthening the Organization tasks. In other words create cooperation synergies to avoid duplicity of efforts, policies and topics.

Cooperation between CONAVIGUA and LAG

The cooperation and solidarity of the Norwegian Committee for Solidarity with Latin America (LAG) have accompanied CONAVIGUA since the early 1990s, through the financing of several projects: <<The funds were raised during the period covering 1,990 to 1,994 , the successful collection in Telethon in 1,989 called "Women in the Third World". Between 1,995 and 1,999 the contribution was a combination of funds from FOKUS and NORAD (the Norwegian Agency for Development). In 2,000 there was a contribution of fund-raising campaign of the young Norwegians (Operasjon Dagsverk), and in 2,001, it was further combined with funds from FOKUS and NORAD>>. ²⁴ It refers to the support described above in this report as <<support of Norwegian women>>, which is how it is commonly known in within CONAVIGUA.

LAG was founded at the beginning of the 70s, to contribute to the struggle against military dictatorships that ruled in Latin America and show solidarity with the resistance that were generated in this region of the continent. LAG is a solidarity organization, without political affiliation. The organization has two main goals: to show solidarity with the peoples of Latin America and disseminate alternative information about Latin America in Norway. LAG has 700 members and several local groups in different cities in Norway. It is made by several groups working on different topics and countries. One such group is the Women's Group (GM-LAG).

The Women's Group began in 1,988, after Rigoberta Menchú arrived to Norway, who spoke on the situation of Mayan women in Guatemala, mainly widows that belong to CONAVIGUA. In the Women's Group there are nearly 40 members, 15 of them are active at work. The Women's Group is formed of a coordinator, a vice-coordinator, a woman in charge of Guatemala, another for Chiapas, a representative of the National Board of LAG and another in charge of information

24 Thoresen, Beate. CONAVIGUA Assessment, 2001.

work. The GM-LAG women are all volunteers and are responsible for administering the projects. All implemented projects carried out get funds from FOKUS.

The Norway Women's Network has worked with CONAVIGUA since the 90s. This solidarity has allowed the emergence of the Women's Group LAG. Since the beginning of the decade, and GM-LAG FOKUS have worked with CONAVIGUA, which has meant a significant experience, full of learning, achievements and experiences shared by everybody. Because of this reasons, help still continues to support women that belong to CONAVIGUA.

FOKUS is formed of 72 member organizations, one of which is the Women's Group LAG. CONAVIGUA has been one of the organizations that has been supported, given its results and achievements for women survivors of armed conflict. GM-LAG implements projects in Chiapas and Guatemala. In Guatemala it supports projects with Moloj and CONAVIGUA; in Chiapas, with Zapatista women and the North zone of Polho, and Maya Antsetik of bees. GM-LAG CONAVIGUA began to support in 1,990 and the women of Chiapas in 1,998. LAG also sends solidarity brigades to Chiapas.

GM-LAG is composed of women (and some men) aged between 20 and 72 years. It is in this way they share and enjoy the experience and knowledge of the diversity of members. At first, older women carried out all the work of support and monitoring processes in Guatemala. The head of the projects in Guatemala shares CONAVIGUA process since its inception. In recent years, younger women also have engaged in this work, assisting in information management and, more recently, have had the opportunity to meet near and longer periods for the work of partners in Guatemala.

The contribution of GM-LAG to CONAVIGUA yet materialized to support both the administration and improving administrative routines to meet the increasing requirements and organizational requirements that demand cooperation, as co-generation of a set of ideas and visions that have resulted in implementation of worthwhile projects, such as that culminated book "*Peace Weavers*". Several LAG women are present in Guatemala for several months each year, accompanying and knowing the daily work of CONAVIGUA and other actors in the country. One LAG representative expressed That through CONAVIGUA has <<learned a lot about the collective rights of the Maya peoples and women, and this information is taken to Norway for dissemination in social networks and public opinion. He says, It inspires and encourages us, watching CONAVIGUA women strength, and this to move forward in our struggles>>. In recent years, LAG has fostered closer links between projects in Chiapas and CONAVIGUA, and there have been exchanges between Mayans of the two countries additionally.



The collaboration is not only cooperation but also has been marked as <<classic>>, but the commitment and involvement of women in GM-LAG with Guatemala and the struggle for justice has meant many learning and growth, both personal and collective. Over the years there have been trust, friendship and shared mourning.

How does the relationship work between the cooperation and CONAVIGUA?

The representatives of the GM-LAG that are related with CONAVIGUA commented that, in the last years of work with the Organization, the operation of the cooperation relationship has improved, which is qualified very collaborative in the administration, projects and programs.

However, it is necessary to strengthen mechanisms to make decisions in a combined way, especially with things related to the pursuit of the projects in execution. It is also needed to strengthen the delivery of projects results, reports and the punctual shipping of fund applications.

The representatives of GM-LAG recommend to improve the technical capacities of the Organization, and to implement mechanisms to improve the definition of projects. They also intend to carry out a meeting of donors that cooperate with the Organization, with the purpose of looking for strategies and actions of cooperation in a combined way.

On the other hand, to CONAVIGUA is important to create communication mechanisms, coordination and alliances among donors, mainly strategic lines of collaboration in order to be more effective and satisfactory for all.

CONCLUSIONS AND RECOMMENDATIONS OF THE EVALUATION

Conclusions Over CONAVIAGUA's strengths

Incidence and achievements of the Organization:

- CONAVIGUA is a conformed historical organization, mostly by women widows. It is also integrated by abandoned women, single mothers and some married women of Mayan origin. The Organization has fought for more than two decades to demand respect to life and dignity for women, solidarity, well-being and harmonic recognition of the indigenous communities. CONAVIGUA has also fought to minimize high disintegration of social family bound, among others, for the displacement (abandonment of lands, housings, family, etc.) caused by the internal armed conflict and the militarization of the country in the decade of the eighties.
- Its fight against the mandatory and discriminatory military recruitment in the communities, in the decade of the 90's, gathered 33,000 signatures; in 1993, CONAVIGUA presented a law proposal to the Congress house of the Republic to establish the service military as volunteer, social service and the objection of conscience, as alternative to the military service. Also, in that year, it impelled the fight for the objection of conscience and it formed the first group of young objectors of conscience.
- The Organization fought so that a Law was promulgated which gave life to a National Program of Indemnity (PNR) to the internal armed conflict victims. It is necessary to remember institutionalization of the PNR is part of the recommendations of the CEH and Peace Agreements. The indemnity to the victims has been an important part of

CONAVIGUA's calendar; this has been looked for through political negotiations in the country and the impulse of international juridical processes. Dignification of victims has been propitiated through the localization of secret cemeteries and exhumation processes and burial, which forms modularly part of the strategic actions of the Justice and Dignity Program of CONAVIGUA.

- CONAVIGUA carried out a key role in the fight in favor of the clarification of the violent facts and the violations of human rights done during the internal armed conflict. The Organization role was proactive in the process of elaboration of the *Historical Clarification Report*.
- At the moment, CONAVIGUA is one of the organizations of Mayan women that face violence, economic and of governance crisis. It contributes developing programs for women in disadvantage so they can survive, or at least develop themselves and to exercise their leadership. Women that are part of the Organization are in a process of recovery of their life and construction of new alternatives of personal existence after experienced conflict. In spite of discrimination and exclusion that are regrettably taken root in the whole society, they are trying hard to keep on going.
- Through the passing of years, women partners of CONAVIGUA, have lost fear and improving their self-esteem. Currently, many of them leader development processes in their communities and participate in the Community Council of Development (COCODES), in Municipal Council of Development (COMUDES) and in local, municipal and national instances.
- CONAVIGUA is still the organization of Mayan women with strong social basis in the country. The organization presence and incidence happens at national and international level too. Having such basis makes the organization valuable and unique in its nature, functions and territorial coverage.

Positioning at national and international level:

- CONAVIGUA has public recognition and strategic positioning at national and international level. It has won recognitions because of fight and trajectory. It has always been an entity impelled by a humanitarian work that offers development and defense of women rights mainly in the Mayan communities, mainly victims of the internal armed conflict.
- The Organization is recognized at national and international level by its fight and defense of the human rights, particularly for the defense of women rights and of the Mayan women in particular. In the context of accusation of human rights violations is also recognized.



Donors' trust toward the Organization:

- The existence of trust on behalf of most agencies of international cooperation in Guatemala has given to CONAVIGUA a lot of strength, contributing to improve its strategies and institutional policies, mainly concerning the implementation and execution of programs and projects. This recognition is due to the transparent and honest work that shown by the Organization.

Mayan Cosmovision

- The Mayan Cosmovision, has been a great strength for the Organization, mainly to impel indemnity processes, rebuilding and internal reorganization. The Mayan spirituality has meant a particular impulse to carry out work in favor of the mental and psychological health of women partners of the Organization.

Other contributions of the Organization:

- Elements and deep lines have been marked for the construction of societies, in coherence with respect to Mother Nature, the cosmos and the humanity.
- CONAVIGUA has a great capacity of social mobilization, for its national covering. This gives the Organization a great wealth of proposal politics to different historical moments that the country goes through and makes it different to those entities that are devoted exclusively to promote development.

CONCLUSIONS ON CHALLENGES AND WEAKNESSES OF CONAVIGUA

At the organizational level:

- The biggest challenges lie in CONAVIGUA, its willingness and capacity to transform organizational, administrative and technical, to overcome the internal difficulties that exist at different levels.
- There are valuable tools and procedures that guide proper functioning of the Organization, but are not always used consistently in the administration, monitoring and operational implementation. This represents an obstacle to measuring the main outcomes of the programs and projects of the Organization.
- Several players interviewed said that there were difficulties due to lack of clarity as to what functions belong to whom. How decisions are made at different levels also appears to be a topic of concern to the members and staff of the Organization and the internal relationship and the fact that some people associated with CONAVIGUA do not know or have taken enough of the philosophy, objectives, targets and other instruments involved. This is a factor in some level of motivation, perceived in the different structures of CONAVIGUA.
- According to the assessment made, it is necessary to minimize gaps and voids of political leadership, strategic and operational conduction due to the need to bound CONAVIGUA with the current situation. Otherwise, it risks weakening the organization.

Programs and projects:

- Some internal difficulties between Board and staff have affected the implementation of programs and projects. In a way, we can say that the difficulties between these levels correspond to organizational problems between the programs and projects, which generate a lack of clarity and hinder the achievement of expected results. All of this, showing weaknesses compromise the organizational image (especially to donors), which in turn influences new lines of institutional sustainability.
- The actions being undertaken by the Mental Health Project are of great acceptance and demand from the partner, but this project is not sufficient to meet the large demand that exists in communities. That demand is that the members of the Organization are still living psychosocial effects of armed conflict (such as sadness, low self-esteem, physical illness, insomnia, pain, impotence, weakening of mutual trust and relationship problems among themselves). It is important to mention that mental health team is not sufficient to care for the demands; it is necessary and urgent action to strengthen the team.

Internal Coordination:

- Lack of internal coordination more in tune with the needs and dynamics of projects, and it also lacks administrative procedures to facilitate the understanding of the internal management. Because of these weaknesses, there is often duplication of effort by the authorities and management and coordination.

National Board of the Organization:

- Conducting CONAVIGUA (the Board) is going through a phase that is characterized by exceeding capabilities as a result of overlapping functions and excessive activity, and this has hindered the proper conduct and good internal relationship creating a work environment that influences the lack of motivation from some people hired by the Organization.
- The dual functions of the Board, as the driving policy and operating entity, have created some internal contradictions. It should be pointed out that it is not always recognized this entity at what point the board acts an operational task and at what point does it as policymakers.

Relationship between MOJOMAYAS and CONAVIGUA:

- Given the current situation from which CONAVIGUA needs clarification (from a philosophical point of view, structural and operational) what MOJOMAYAS role is, in everyday life. It



must be a more appropriate, what is it all about? and Where Will the daily management of the relationship between the Organization and MOJOMAYAS will go.

- MOJOMAYAS has its own strategic plan, structure; lines of work, its mission and vision, all instruments are useful for giving meaning and direction to their important work. The challenge is to see how this is coordinated and articulated with the philosophy and organizational dynamics of CONAVIGUA to prevent the weakening of the Movement, the emergence of disagreements, uncoordinated internal autonomy and the excess momentum of actions that do not go According to the philosophy of both efforts. All this would avoid one of the weaknesses that characterize the current relationship MOJOMAYAS / CONAVIGUA: mutual ignorance about the specific nature and purposes of each, from the few mechanisms for coordinating administrative, technical and political.

Relationship between CONAVIGUA and its donors:

- A donor agency has expressed concern about the management mechanisms of the Organization, particularly those with some members of the National Board of Directors. On this topic, the donor agency has recommended to review and analyze the situation, to improve the Organization.



RECOMMENDATIONS OF THE EVALUATION

At the organizational level

Urgent Matter

- Update and develop the strategic plan of the Organization, with an approach from the perspective and needs of Mayan women from the Cosmovision of indigenous peoples, taking into account the frames of reference of the rights of women and collective rights of indigenous peoples.
- Retrieve and systematize CONAVIGUA history and the role that women members have had, on their participation and political influence, both in Guatemala and internationally. This systematization should analyze how they have transcended the traditional spaces of participation and contributed to the shift in public policy and state.
- Initiate a process of harmonization of the conducting team, the National Board, Local Board, the Staff of the Organization. This, with the aim of improving relations with each other, respect the diversity and potential, and find common threads; at the same time that each one has its place and mission in the web of life of the Organization, taking transcendence needs. As Cosmovision stated clearly, everyone has a mission in life. To achieve these goals it is necessary to resume the dialogue as a means of reconciliation and understanding between the people involved in the organization.

- All together, design a plan for monitoring the evaluation process, taking into account the urgent and short-term strategy. More concretely, it is proposed to focus on these three aspects of monitoring in a time of six months of intense work, full time.
- Regarding the Organization's infrastructure is urgent upgrading of the building of offices, particularly in the roof of the house, since it has been demonstrated in situations where it is sensitive to women's health and staff.

Short term

- Review and think about the situation of the National Board about the processes and mechanisms for decision making in relation to work performed by women who belong to it. This could be done through circles of collective thinking, supported by specialist staff in the field (eg experts in strategic planning, institutional strengthening and management model of social institutions).
- Define and decide specific functions of the National Board, not overloading functions which impede the operational work of tasks that are settled by the Assembly and by the statutes as a whole.
- Review along with the National Board, Local and Municipal Council, the organizational structure based on the reality of the Mayan women, from the approach of the Mayan Cosmovision.
- Improving management and managerial leadership group, with a view to streamline the decision making process and its operational functioning. It is recommended to create coordination mechanisms for joint decision making, the conduct of the organization and management of programs and projects, taking into account the principles and values that are promoted from the Mayan Cosmovision.
- It is urgent to strengthen the internal leadership inside CONAVIGUA to build confidence, stability and efficient coordination between different actors, programs and projects.
- For the continuous improvement of the organization, the evaluation needs to be an activity that takes place on an ongoing basis. This means to create / implement / validate technical tools to do it.
- Increase capacity for monitoring and evaluation.
- Perform day intensive update and popularize the tools, guidelines and administrative and technical formats for the proper functioning organization.



- It is necessary to undertake serious and profound process of reflection about the Mayan Cosmovision, to arrive at conclusions that make it all the dynamics and focus on CONAVIGUA's work.
- Initiate a process of internal awareness of local conditions on the reality of organizational CONAVIGUA. To ensure an improvement in internal politics, strategic, administrative, technical and operational. The idea is about to make, from a clear and noble simplicity, a staff review process, work, institutional and collective over some instruments, tools and people specializing in this field, in order to improve interpersonal relations and labor Organization.
- Review together, with the National Board, Local and Municipal Council, the organization, and define an organizational structure based on the reality of the Mayan women, from the approach of the Mayan Cosmovision.
- The need to improve the conduction and results of meetings or products, establishing priorities, improving time management and efficient support for technical assistance received.

Short, medium and long term (permanent)

- Strengthen community-based structures, fostering a process of informing and promoting the vision and mission of CONAVIGUA on the national scenario.
- The Mayan Cosmovision should be strengthened at all organizational levels, both nationally and locally in order to initiate a process of balance, protection, lighting, perception and connection, through its promotion and practice the essence of Mayan culture.
- Update the database containing information on members of the Organization. This update should be permanent.
- Promote and encourage the promotion of learning processes at the level of the staff who execute the various projects and programs. These processes should prioritize issues on the organizational philosophy and administrative mechanisms governing CONAVIGUA, driving at the same time, collective strategies for the applicability of both the philosophical and administrative.
- Carry out recreation activities with the technical and management team, to foster a motivating work environment that will bring together the political, administrative and technical.
- Promote activities and programs between areas of coordination among different projects, through meetings, joint assessments and planning.



- It is important to make a qualitative leap in terms of a good flow of communication and two-way information. This will be a more appropriate strengthening of the policy and guidelines on the operation of programs and projects. This will also be overcome weaknesses in the representation of the Organization in various areas of participation, ensuring executive sessions, executives reports for quick decision making, among others.
- Cultivate good relations and, especially trust, respecting levels and channels of communication and relationships. This requires openness and confidence in the collective work, applying the principles, values and mechanisms of Maya Cosmovision which are finally high democratic principles. This implies a political culture of collective participation, as currently provided for the organization.

On the political-strategic Level

Short term

- Develop improved capabilities of high-level advocacy, policy and public participation in the State.
- It is urgent to strengthen the political leadership of the members of the Organization, through forming and training on priority items. The renewal of new spaces of leaders is crucial to drive more efficiently (short term), while more strategic (in the medium and long term) of CONAVIGUA. It is recommended creating a mechanism for permanent training of women, through a course of study with a curriculum of courses offered on a routine basis.

Short, medium and long term (permanent)

- Promote fight reaming based on the country's history and, in particular, from the history of the Mayan people and women. In other words, not only promote a fight whose only frame of reference is the internal armed conflict, but pursuing other aspects. The strongest argument for this recommendation is the need to consider not only the effects of conflict, but also their structural and historical causes, which still remain and, indeed, tend to exacerbate the current. Magnified view and the collective vision and integrity of our existence in relation to the lives of mother Earth.



- Strengthen the role of partners in the spaces of representation at Community level, as in COCODES and municipal level as in COMUDE linking efforts at departmental, regional and national of CONAVIGUA with other organizations or networks.
- Provide expertise, demands and proposals on the socio-economic, cultural and political development in the country, from the perspective of the enforcement and exercise of collective rights and the rights of indigenous peoples, especially indigenous women.
- Promote the political role of women and youth in the local and national, along with other related stakeholders, to influence policy decisions that affect the reality of the excluded majorities.
- Conduct discussions locally and nationally from the Boards on issues of healing past wounds. This, with the aim of improving interpersonal relationships, community, family, organizational and labor.
- Systematize the historical experience of life of the Organization, as it has much to offer the Mayan organizations and women's organizations in the country. CONAVIGUA, given its career, also has an important legacy to offer at international level.

At the financial Level sustainability

In the medium term

- Create a strategy for financial sustainability of the Organization, taking into account the human potential with which count. Should also be treated as property or infrastructure, the Training Center Chitatul, Quiché, headquarters of CONAVIGUA and sale of handi-crafts. There are also other possibilities for the same partner can contribute to the self-organization.

In administrative / Accounting Level

Short term

- It is urgent to improve the administrative and accounting procedures of the organization, increasing its capacity to respond to legal requirements, tax, registration information and operational support.

- It is important to consider the need for an internal auditing process of all projects and programs implemented by the Organization, focusing on the operation and financial management. This includes projects that run MOJAMAYAS.

Short, medium and long term (permanent)

- The emphasis of the Board CONAVIGUA is in the political field, but must ensure adequate, timely and transparent financial issues, in accordance with the general objectives, programs and projects of the Organization. It is essential to monitor budget implementation, consistent with the goals, reviewing and approving financial and narrative reports of ongoing projects. This involves the implementation and evaluation of financial instruments and machinery in place. It also implies the need to be more consistent with the mechanisms and processes for recruitment, based on profiles and functions required to play.
- The application of manual tasks is essential to overcome the confusion or duplication of functions (including administrative tasks and policies).
- It is essential to review the mechanisms for authorizing checks. While there are several signatures registered, signatures must make two main ones and three auxiliaries, just in case, to expedite the efforts (over which we must provide timely information to the Board).

At the level of relationship CONAVIGUA / MOJOMAYAS

Short term

- We need MOJOMAYAS and CONAVIGUA to define mechanisms for joint and articulated a more efficient and effective conduct of its projects, as part of a reflective process that allows them to strengthen their political and strategic vision. Once articulated, balance or harmonize the visions and mechanisms, it is necessary to strengthen the participation of MOJOMAYAS within the structure of CONAVIGUA, under the administrative and operational management of their actions on behalf of children and Mayan youth.
- Financial and technical management of MOJOMAYAS should be responsible for overall administration of CONAVIGUA; this with the aim of making the monitoring mechanisms more efficient and view the performance and qualitative and quantitative results as a whole.



Important and urgent assessment of the situation MOJOMAYAS in within CONAVIGUA. After a serious process of reflection should be defined commitments, common points of interest, nature, agendas and its definition within the organizational structure.

About the Mental Health Project

Short term

- Strengthen the management, administration, processes and coverage of mental health in CONAVIGUA, based on the logic of principles and values of the Mayan Cosmovision.
- Reflect on how to take and implement a policy of principles and values of the Mayan people, emphasizing the value and role of women, with whom CONAVIGUA has worked historically .
- It is imperative to follow and even strengthened financially and technically, the Mental Health Project, the project results demonstrates this. This need is due to the high degree of acceptance and priority that members have about the project for members is extremely important to heal wounds and traumas. The Organization is relevant to the psycho-emotional balance and strengthening of women. It is also necessary to strengthen the capabilities of the team in charge of this project.
- The mental health project should be viewed as a strategic program for the organization: members major skills depends on the development of the project.
- Systematize tools for psycho-emotional development of women, taking into account traditional and conventional techniques from Mayan Cosmovision.
- Systematize an appropriate methodology for the development of workshops for reflection with the Mayan women, aiming to heal the wounds of the past.
- Continue to fight for democratic rule, human rights in Guatemala, the rights of Mayan women, based on the principles of the ancient Mayan Cosmovision.
- Promote the dignity of life in human societies, now so prone to self-destruction and destruction of the various expressions of life.



On international cooperation

Short term

- It is essential to develop mechanisms for joint cooperation among donors, encouraging opportunities for coordination of strategies and financial support to the Organization, especially with major donors: FOKUS - LAG, UNDP, STEII, DAN CHURCH, among others.
- It is important that cooperation takes into account the strategic plans of the Organization and MOJOMAYAS, their essential needs.
- There is an urgent need for cooperation considering the results of this evaluation for the identification, prioritization and cooperation with the Organization. It is recommended that the partner organizations to coordinate their cooperation strategies. Moreover, it is suggested to hold working meetings to take substantive action in accordance with the plan of action will follow which will take place in the short term.



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ANNEXES:

Financial Support Organizations Cooperating with CONAVIGUA.

Interviews with the National Board.

Interviews with Local Boards.

Interviews with staff of the Organization.

Interviews with donor organizations.

Interviews with Civil Society Organizations (Women's Organizations, Indigenous Organizations, Human Rights Organizations)

Interviews with personalities.

Interview with Institutional Advisor

Interview with CODISRA.

Several systematized documents by the Board of the Organization.

Among other documents.



GLOSSARY OF ACRONYMS

ASECSA	Association of Community Health Services.
B'ELEJEB' B'ATZ'	Starting point of female energy cycle.
CEH	Commission for Historical Clarification.
CLOC	Latin American Coordinator of Peasant organizations.
COCODES	Community Development Council.
CODEDE	Departmental Development Council.
CODISRA	Presidential Commission against Discrimination and Racism.
COMUDE	Municipal Development Council
CONAVIGUA	National Coordinator of Widows from Guatemala.
CONIC	National Coordination of Indigenous Peasants.
DIGAP	Program for Dignity and Psychosocial Assistance to Victims of armed confrontation.
FAFG	Forensic Anthropology Foundation of Guatemala.
FOUKUS	Women and Development Forum
GM LAG	Women's Group of the Norwegian Committee for Solidarity with Latin America.
ICCPG	Institute for Comparative Studies in Criminal Sciences in Guatemala.
IPDH	Institution of Human Rights of the General attorney.
MOJOMAYAS	Young Mayan Movement.

NATIONAL COORDINATOR OF WIDOWS FROM GUATEMALA

- MOLOJ** Maya Women’s Political Association
- NORAD** Norwegian Agency for Development
- OIT** International Labor Organization.
- OSC** Civil Society Organizations.
- PNR** National Compensation Program.
- PNUD** United Nations Development Program
- STEI-I** Workers Union of Education Balearic Islands.
- WAQXAQIB’ B’ATZ’** 8 B’atz’, changes in cycle time, male energy.

