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EVALUATION REPORT



TRANSTEC
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MANAGEMENT

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Disclaimer

The evaluators are solely responsible for the content of this report, which can in no case be considered to reflect the views of UNDEF, Transtec, or other institutions and/or individuals mentioned in this report.

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I. EXECUTIVE SUMMARY

(i) Project Data

This report presents the findings from the evaluation of the Constructing Citizenship in San Luis de Potosí Project (*Construyendo Ciudadanía en San Luis de Potosí*), implemented by Educación y Ciudadanía A.C.¹ (Education and Citizenship) in collaboration with three partner organizations: the Congressional Committee on Human Rights and Gender Equity of the State of San Luis Potosí (*Comisión de Derechos Humanos y Equidad de Género del Congreso del Estado de San Luis Potosí*), the Potosí Youth Institute (*Instituto Potosino de la Juventud*), and Propuesta Cívica A.C (Civic Purpose), from November 1, 2010 to April 30, 2013 with a 6-month no cost extension.² UNDEF provided a grant of US\$325,000, \$25,000 of which was retained for monitoring and evaluation purposes.

The aim of the Project was to empower civil society organizations (CSOs) to promote democracy in Mexico through real and effective civic engagement, the exercise of human rights, and support for political dialogue. The Project also sought to encourage the active participation of youth and women in local democracy- and citizenship-building activities to improve their ability to influence policy and impact local governance. The Project operated in the state of San Luis Potosí, and its target population was a group of CSOs, youth and women's organizations, journalists, universities, members of political parties, and representatives of San Luis Potosí state and local authorities.

Part of the post-project evaluations financed by the United Nations Democracy Fund (UNDEF), the purpose of evaluation missions is to undertake an in-depth analysis of UNDEF-funded projects to gain a better understanding of what constitutes a successful project, which will in turn help UNDEF devise future project strategies. Evaluations also help stakeholders determine whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.

(ii) Evaluation Findings

The results of the Project demonstrate its **relevance** to the country's political and democratic process and the needs and problems of youth, women, and CSOs, who are its priority beneficiaries. Consistent with its institutional vision, EDUCIAC focused its intervention strategy on citizenship capacity-building to promote greater civic engagement, improve democratic governance, and reduce the vulnerability of the population's rights. Strengthening a legal framework with the rights approach (through the drafting and passage of the Youth Act, the introduction of the CSO bill, and the Analysis of the Plebiscite and Referendum Act) led to a substantial change for the better in citizen protection. At the same time, the creation of the CSO network has brought together and mobilized social stakeholders who are now more cognizant of their right to participate in policy initiatives that impact citizens. The equitable participation of men and women, adults and young people confirms the value of the effort to infuse the gender approach into a social context where equitable, nondiscriminatory relations need to be developed. The Project's relevant communications strategy lent visibility to the civic engagement processes that it promoted, helping to put them on the public agenda.

The Project was **effective** and able to offer a framework for improving the exercise of citizenship and mobilizing key civil society stakeholders, who realized the role they could play

¹ EDUCIAC is the current acronym.

² According to the Project Document (Contract signed on September 30, 2010), the initial project end date was October 31, 2012, but the project was granted two extensions totaling six months.

in devising, implementing, monitoring, and evaluating public policies. The training and citizen networking initiatives to increase their participation and influence in the public square, the preparation of thematic agendas, and the drafting of legislative proposals were important models for democratic practices in a society characterized by marked civic passivity in the last 10 years. The project beneficiaries as a group are willing to get more directly involved in public affairs and have the tools and publications they need to do so. However, key components of the process need to be strengthened, especially to support the linkage and organizing of CSOs to improve their ability to act in the social and political sphere.

EDUCIAC has contacts and agreements with a variety of funding sources (public and private, domestic and international), making it financially sound enough to continue supporting implementation of the processes launched. Furthermore, the Project has enhanced the institutional **sustainability** of this NGO, which has made strengthening civil society to influence public policy-making a strategic priority. The definitive inclusion of the *Cero Trata* (Zero Trafficking) and *Ojo Ambulante* (Roving Surveillance) watchdog groups will lend continuity to the civic oversight exercise begun within the framework of the Project. The CSO network that was created is a strategic forum for strengthening members, both individually and collectively, and protecting and lending visibility to the human rights of citizens from heretofore vulnerable sectors of the population.

The Project's **efficiency** level is highly satisfactory. The cost-benefit ratio of the activities and results is very good, as the Project has managed to train and mobilize a substantial and representative number of stakeholders in an array of civil society sectors. Collaboration among the four partner organizations and the efforts of the coordinating and monitoring teams made for effective management, providing the feedback needed to adjust planning to the demand and response capacity of the beneficiary groups. Hiring subject specialists in the fields of law, advocacy, social communication, and transparency yielded quality results. Processes and content have been systematized, and the Project's publications and practical tools are regularly used by CSOs.

The **impact** analysis reveals major achievements in the short and long term. While the degree of impact depends largely on the type and profile of the stakeholders, all of them acknowledge the Project's contribution to creating social capital with the ability to put forward ideas and network and the desire to make a difference and bring about change. The most important change at the strategic level was perhaps the collective forging of a new perspective that acknowledged civil society's role in democracy-building and the importance of increasing its legitimacy and representativeness. One significant short-term result was the Project's strengthening of the legal framework with the addition of a human rights approach and the formation of the CSO network and groups on youth and sex trafficking. Significant medium- and long-term results are social stakeholders' realization of the importance of civil engagement and the need to improve their ability to influence public affairs. The impact potential of mobilization process that was launched will depend on how the linkage of groups and organizations is organized and the creation of new mechanisms for negotiation and political dialogue.

The backing of a United Nations program has opened a credible opportunity for action, moving stakeholders to get involved in organized initiatives for change and encouraging major civil society actors to embrace democratic practices. For the first time, EDUCIAC had two years of international funding. This UNDEF **value added** led to significant processes of change and the adoption of democratic practices by key civil society stakeholders. EDUCIAC, in turn, has been able to reformulate its mission and institutional strategy, strengthening its position as an important model for driving the processes of change generated in civil society.

(iii) Conclusions

The Project has laid the foundations for continuity of the dynamic launched and for capitalizing on the lessons learned in what in recent years has been a precarious social and political context. Consolidating and capitalizing on the process are pending challenges. In terms of results, the Project's strengths were as follows:

- ***It fostered understanding and recognition of civil society's role*** in strengthening democracy and creating environments that encourage the exercise of civil rights. The initiatives carried out led to greater motivation, awareness, and mobilization of groups and CSOs, as well as their willingness to participate and influence public affairs.
- ***It lent visibility to issues and vulnerable sectors of the population***, who now feel that they are considered to have rights.
- ***It strengthened and advanced the professionalization of CSOs***, which have acquired useful skills and are recognized as legitimate social and political participants with their own identity and capacity to put forth ideas. The participatory drafting of the CSO act and the creation of the CSO network are considered very positive components of empowerment, despite awareness of the need to consolidate these processes.
- ***It strengthened the legal framework*** with the passage and entry into force of the Youth Act. The model employed in the negotiations between civil society and legislators is both replicable and transferable. For effective enforcement of the law, it will be necessary to finish publicizing it among politicians and youth organizations.

The Project was ***very ambitious***. Several components essential for promoting qualitative changes must be strengthened and closely followed, namely:

- In order to increase opportunities for dialogue between public authorities and youth, ***linked and organized collective mechanisms must be created*** that facilitate participation in lobbying initiatives and enable youth to have an impact.
- The CSO network needs to ***identify and develop mechanisms for negotiating and dialoguing*** with government agencies and to move toward developing a relevant agenda and strategic plan.
- It is important to improve interventions, support, and protection for ***women beneficiaries***, who have little representation in civil society and are in highly vulnerable situations.

(iv) Recommendations

To sustainably increase the impact of the Project, the mission recommends:

- ***Improving mechanisms for groups to network as participants in political dialogue***. Strengthen the identity of CSOs and other groups and their capacity for social and political participation, reorienting the strategy toward critical thinking. To accomplish this, a plan of action, roadmap, and intervention protocols should be adopted that reinforce the operative level. (See Conclusions iii and v)
- ***Designing a diversified training strategy*** for CSOs in order to guarantee the creation and transfer of knowledge and skills for civic participation, decision-making, and political organizing and negotiation.

- **Programming stable mechanisms and channels for negotiation and dialogue with government authorities**, identifying the key strategic allies among state officials and government agencies and planning mechanisms for continuous networking that offer opportunities to influence policy. (See Conclusion vi).

- **Improving the representativeness of women's groups and organizations**, conducting detailed diagnostic reviews of women's organizations in San Luis Potosí and improving their representativeness and capacity to engage in political dialogue (See Conclusion vii).

- **Arranging for publicity about the Youth Act**, targeting the officials responsible for its enforcement, as well as young people and youth organizations, to guarantee that the legislation is enforced at the state and local level (See Conclusion iv).

II. INTRODUCTION AND DEVELOPMENT CONTEXT

(i) *The project and evaluation objectives*

This report presents the findings of the evaluation of the Constructing Citizenship in San Luis de Potosí Project (*Construyendo Ciudadanía en San Luis Potosí*), implemented by Educación y Ciudadanía A.C. (Education and Citizenship) in collaboration with three partner organizations: the Congressional Committee on Human Rights and Gender Equity of the State of San Luis Potosí, the Instituto Potosino de Juventud (Potosí Youth Institute) and Propuesta Cívica A.C. (Civic Purpose) from November 1, 2010 to April 30 2013.³ UNDEF provided a grant of US\$325,000, \$25,000 of which was retained for monitoring and evaluation purposes. Other donors provided cofinancing of \$16,150 (AXTEL) and \$12,950 (UNFPA), bringing the total budget to \$354,100.



Map of San Luis Potosí

The aim of the Project was to empower civil society organizations (CSOs) and improve their ability to influence policy and have an impact on local government affairs. Youth organizations and women's associations were initially the two beneficiary groups, though in fact, the Project elicited greater engagement from youth than women. Project activities revolved around five components: (a) strengthening local CSOs through initiatives that encourage public consultation and civic engagement to identify needs and problems that merit a place on the agenda and should be addressed in public policy—initiatives that include political mobilization and negotiation for drafting and passing a local law recognizing the rights of youth; (b) creating a CSO network to improve networking and heighten synergies; (c) organizing initiatives and mechanisms for interaction, dialogue, and in-depth discussions between public officials and social stakeholders about putting CSO on the public agenda; (d) raising awareness among decision makers and furnishing information to enable them to influence public policy; (e) redesigning the mechanisms for political representation and civic participation, including plebiscites, referendums, and recall elections.

Part of the post-project evaluations financed by the United Nations Democracy Fund (UNDEF), the purpose of the evaluation mission is to undertake an in-depth analysis of

³ Idem.

UNDEF-funded projects to gain a better understanding of what constitutes a successful project, which will in turn help UNDEF devise future project strategies. Evaluations also assist stakeholders in determining whether projects have been implemented in accordance with the project document and whether anticipated project outputs have been achieved.

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a local expert hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in March 2013 (see Annex 2). After reading and analyzing them, the evaluation team prepared the Launch Note (UDF-MEX-09-343), describing the analysis methodology and instruments used during the evaluation mission.

The mission was carried out in the city of San Luis Potosí from April 8 to 12, 2013. The evaluators interviewed project staff and members of the EDUCIAC team responsible for coordinating the Project. They also met with youth groups, beneficiary organizations, and other stakeholders directly and indirectly involved in the execution of the Project. In locations that could not be visited owing to security concerns, beneficiary organizations were interviewed via Skype. The parties interviewed were:

- Project staff (coordinator, assistant, manager; and lobbying, research, and legal advisers); Officials from the Ojo Ambulante (Roving Surveillance) and the Cero Trata (Zero Trafficking) watchdog groups;
- Partner organizations (except the Potosí Youth Institute, which was unable to be present for the interview);
- A representative number of youth organizations and CSOs working on human rights, women's issues, youth, and democracy-building;
- Government officials;

For the complete list of persons interviewed, see Annex 3.

(iii) Development context

Even though successive federal governments have worked since the year 2000 to build Mexico's image as a country that has left its baggage behind in terms of human rights, democracy, and development, the reality is very different.

Mexico's present-day situation has been described by many domestic and international CSOs as a national emergency, due to at least four factors: (1) the growing violence associated with organized crime (narcotrafficking, arms trafficking, human trafficking, kidnapping), the public security crisis and rise in serious human rights violations (assaults against human rights defenders and journalists); (2) the impact of this situation in terms of deaths, disappearances, displaced populations, the breakdown of society, lost jobs, and domestic economic losses; (3) government weakness and inability to institutionally manage conflict and maintain democratic governance, and (4) deepening poverty,⁴ deterioration in the quality of life, job insecurity, and natural disasters, (primarily, the years-long drought in regions such as San Luis Potosí).

⁴ In its 2012 report on poverty and evaluation in the state of San Luis Potosí state (*Informe de pobreza y evaluación en el Estado de San Luis Potosí 2012*), the National Council for the Evaluation of Social Development Policy (CONEVAL) indicates that in Mexico 52.1 million people living in poverty, and 12.8 million in extreme poverty, or 46.3 and 11.4% of the total population, respectively. For more information, visit http://www.coneval.gob.mx/coordinacion/entidades/Documents/San_Luis_Potosi/principal/24informe2012.pdf

Concerning the exercise of human rights, Executive Secretary Emilio Álvarez Icaza of the Inter-American Commission on Human Rights (IACHR), the regional body for the protection and defense of human rights, has stated that Mexico was the country with the most complaints lodged against it in 2012 (1,800); and, in addition, that five times since 2009, the Inter-American Court of Human Rights has sanctioned the Mexican State for violations of rights protected under the American Convention on Human Rights.⁵

In this context, the local scenarios in which people go about their daily life are complex. This is true of San Luis Potosí, which is located in a region known for its extreme conservatism and whose population is little inclined to social mobilization and political organizing. Added to this is the precarious social, economic, and security situation that largely keep the population, especially vulnerable social groups, from the free, deliberate, and informed exercise of their right to make decisions, participate, demand accountability, and obtain justice.⁶

Moreover, San Luis Potosí is still has a long way to go in terms of its democratic life, which is marked by: a) an institutional dynamic co-opted by the agendas and interests of a few economically powerful people; b) lack of credibility, waste, lies, inefficiency, and ineffectiveness; c) a gulf between government and the population and its needs; d) lack of transparency due to the co-opting of judicial and legislative authority by the executive branch; e) inability to manage the conflicts, demands, and needs of the population; f) government action only during the election season to capture citizens' votes in the least democratic, legitimate, and legal means possible.

In this context, women and youth are among of the most affected populations. In addition to the poverty and the social and economic vulnerability experienced by women as a result of their gender, Mexican women are repeated targets of many forms of violence, both public and domestic. One of these is sex trafficking. According to some of the civil society organizations interviewed, this problem is denied or minimized in San Luis Potosí because of the conservatism of the population. Institutionally, while San Luis Potosí has a law against human trafficking, it has no regulations to make it operative.⁷ Furthermore, in the experience of some of the social organizations interviewed, criminal investigations involving human trafficking, especially sex trafficking, are generally part of larger investigations of other crimes, a practice that masks the real problem and its dimensions.

With regard to youth, according to national statistics, one-quarter of Mexico's current population of 25 million is between the ages of 12 and 24. Data from the National Statistics and Geography Institute (INEGI) (updated to 2009), show that slightly less than one-quarter of the population of the state of San Luis Potosí (24.9 %) is young (aged 15–29). The limited data available indicate that a substantial portion of Potosí youth lack the material and social resources to achieve security now and become more independent and develop a life plan that is sustainable in the future (a high percentage of young people come from homes with fewer economic and social opportunities and have educational limitations that will likely bar them from obtaining good stable employment, since the potential jobs for this sector of the

⁵ For more information on the human rights situation in Mexico, see the report of the Red de Organismos Civiles de Derechos Humanos "Todos los derechos para todos y todas" network of civil society human rights organizations, submitted to the 147th Regular Period of Sessions of the Inter-American Commission on Human Rights (IACHR) in March 2013, <http://www.redtdt.org.mx/media/descargables/147%20InformeFinalCIDHMexico2013.pdf>

⁶ According to the CONEVAL report on poverty and evaluation in the state of San Luis Potosí (*Informe de pobreza y evaluación en el Estado de San Luis Potosí 2012*), in a comparison of Mexico's 32 federative entities, San Luis Potosí ranked 11th in terms of the percentage of population living in extreme poverty, putting it among the 10 federative entities with the highest poverty in the country. This implies, *inter alia*, educational deficits and lack of access to health services, social security, decent housing and basic household services, and food. All this makes San Luis Potosí one of Mexico's federative entities with a high degree of social deficits, ranking it eighth nationally. http://www.coneval.gob.mx/coordinacion/entidades/Documents/San_Luis_Potosi/principal/24informe2012.pdf

⁷ Visit <http://www.eluniversal.com.mx/notas/918423.html>

population do not even minimally approach the basic standards of what the International Labour Organization calls “decent work.” As for civic engagement on the part of young women and men, the climate for many of the ways they come together and organize is hostile and stigmatizing, discouraging participation in groups and reducing young people’s possibilities of working to promote their interests and exercise their rights. This is compounded by stigmatization, discrimination, and criminalization in contexts where greater exclusion and insecurity prevail. Despite the recent passage, on 6 September 2012 of the Youth Act, which recognizes that young people have rights, public activities geared to youth are still characterized by a controlling, adult-centered welfare-oriented approach.

Out of three bills (Youth Act, law to promote CSO activities and the Plebiscite and Referendum Act), the Youth Act was the only one to be approved. It has to be recalled that the project objective was not to obtain approval on the three Acts but to contribute to the debate, set a frame for citizens’ dialogue, enforce their political capacity and incidence by going deeper in the analysis and producing technical and accurate propositions.

III. PROJECT STRATEGY

(i) Approach and project strategy

Empowering CSOs as key actors in promoting democracy and civic engagement was the Project’s main objective. Adopting an explicit rights approach, the intervention strategy was structured around five components addressed in a complementary manner. Many of the activities (roundtables, workshops, forums, and training seminars) were designed to create opportunities for participation, whose aim was to identify and analyze citizen problems and needs that should become part of the public agenda, and to amplify CSOs’ influence on public policies. The methodological approach adopted was designed to offer criteria and instruments that would improve CSOs’ ability to analyze the current situation, strengths, and intervention scenarios. At the same time, the Project worked to improve social communication techniques and upgrade skills and competencies for influencing public policy, particularly those related to monitoring and social oversight.



EDUCIAC team

While the beneficiaries’ participatory component was clearly visible in most of the Project’s stages and activities (consultations, diagnostic review and agenda preparation, workshops, seminars, etc.), these approaches should have been prioritized and bolstered in decision-making, management, and political negotiation (in lobbying for legislation, drafting budgets, and public action). Another strategic component of the Project was the development of the CSO network, which brings together organizations operating in different areas: youth issues, equity and gender, health, informal education, communication. This network is an important mechanism for dialogue and information exchange between public officials and social stakeholders and should help to put the needs of local CSOs on the public agenda. Nevertheless, although the network has been created, its operative role as a privileged advocate with state entities and decision-makers still needs strengthening. The strategy implemented has yielded significant results in terms of civil society capacity-building, displayed in greater awareness of citizens’ needs and the proposal of a regulatory framework to support democratic processes (Youth Act, law to promote CSO activities, analysis of the Plebiscite and Referendum Act). However, the

strategy designed by the Project did not fully describe the implementation phase and lacked well-defined goals and plans of action, mechanisms for dialogue and interaction between civil society and state authorities, and real capacity to influence local public policy. Thus, for example, individual youth groups that are highly motivated to engage in civic participation have been unable to gain recognition as important social actors. For example they were not able to participate in high level meetings with members of States congress. The same holds true for women’s organizations, which, despite the many problems that affect women, have very little organizational presence in the state of San Luis Potosí. These stages must be strengthened as part of the civic engagement process launched. The Project has mobilized a substantial number of stakeholders with varied complementary profiles and major potential for increasing representativeness, given the issues and sectors that they address. In fact, the Project achieved extensive geographic coverage.⁸ The results of the training activities and meetings held have been recorded and published in high-quality materials. These materials are being used as references and input for the issues addressed and the associated activities, having been widely distributed to the stakeholders that participated in the Project and other areas indirectly involved.

(ii) Logical Framework

The table below summarizes the Project’s intervention logic, expressed in five results. It also illustrates the activities carried out and their contribution to achieving the results and objectives pursued.

Activities and outputs	Medium-term Impacts	Overall objective	Development objectives
<ul style="list-style-type: none"> - Holding of roundtables, workshops, seminars for training and civic engagement. - Publication of instructional materials (Manual on Citizenship-building, pamphlets to inform the public about young people’s rights, civic skills, direct democracy mechanisms). - Dialogue and lobbying with public officials (mayoral candidates, legislators). - Elaboration of Youth Agenda 	<ul style="list-style-type: none"> • Systematization of the Social Dialogue among Youth process. • Initiation into process for collaborative drafting of agendas (on youth, national and local civic engagement, and women). 	<ul style="list-style-type: none"> • Growing interest among CSO members, youth, and women in getting involved in public affairs as they begin to realize their civic capabilities and potential to influence public policy. • Heavy participation of project beneficiaries in the July 2012 electoral process 	<p>Visibility of youth, women, and civil society issues on the public agenda and in the media.</p>
<ul style="list-style-type: none"> - Roundtables, forums, seminars, and workshops on planned topics. - Organization of training on operational mechanisms. - Presentation of the CSO agenda to candidates for senior municipal posts. 	<ul style="list-style-type: none"> • Creation of a CSO network with progress in addressing the issues of democracy: human rights, environmental protection, sustainable development, transparency and accountability, and fighting poverty. • First stage in organizing groups with an advocacy agenda. • Municipal tackling of the five programmed issues. 	<ul style="list-style-type: none"> • A functioning CSO network that operates as a mechanism for citizen interaction and civic engagement, with the potential to influence public policy. 	
<ul style="list-style-type: none"> - Forums, workshops, seminars, roundtables. - Creation of youth and women’s rights watchdog groups. - Dialogue, lobbying, and presentation of agendas to public 	<ul style="list-style-type: none"> • Preparation and publication of a diagnostic review on youth in the state of San Luis Potosí. • Functioning watchdog groups on youth and sex trafficking 	<ul style="list-style-type: none"> • Mechanisms in place for citizen oversight. 	

⁸ The project worked directly in the cities of: San Luis Potosí (*Zona Central*), Rioverde (*Zona Media*), Ciudad Valles (*Zona Huasteca*), and the community of Vicente Guerrero (near Charcas) in the altiplano region. It also encouraged the participation of people from the municipalities of Mexquitic de Carmona, Soledad de Graciano Sánchez, Ciudad Fernández, Tancanhuitz de Santos, Xilitla, Tamazunchale, Huehuetlán Vicente Guerrero, and Matehuala.

officials.	of women.	
<p>Training and creation of advocacy mechanisms: CSOs and legislators for drafting and passage of the Youth Act.</p>	<ul style="list-style-type: none"> • Drafting and passage of a Youth Act. • Drafting (not been passed) and lobbying for a law to promote CSO activities in San Luis Potosí through consultative processes. • Boosting of stakeholder capacity to lobby and participate in the drafting of proposed legislation. 	<ul style="list-style-type: none"> • Visibility of youth, women, and civil society issues on the public agenda
<p>- Forums and roundtables to analyze direct democracy mechanisms.</p>	<ul style="list-style-type: none"> • Draft amendment on reforms and additions to the Plebiscite and Referendum Act for the state of San Luis Potosí to include recall mechanisms (this bill has not been passed yet). • Analysis of the Plebiscite and Referendum Act. 	<ul style="list-style-type: none"> • Stakeholders trained in the use of mechanisms of direct democracy, plebiscite, referendums, and recall of public officials.

IV. EVALUATION FINDINGS

i. Relevance

The impressions and testimonies gathered during the mission confirmed the relevance of the intervention, given the limitations of the country's political situation and democracy (specifically, in the state of San Luis Potosí) and the needs and problems of the Project's three beneficiary groups: youth, women, and CSOs. In a context marked by thoroughly debilitated democratic governance, youth and women are vulnerable groups whose rights are very much in jeopardy. Therefore, the beneficiaries, men and women alike, had a very positive opinion of the training opportunities provided by the Project and the civic practices it enabled them to develop. With the passage of the Youth Act on 6 September 2013, young people feel that they have been recognized as having rights, substantially altering their status as citizens. At the same time, CSOs say that their individual and collective skills for integrating the rights approach and civic engagement initiatives into their institutional strategies have improved. Stakeholder capacity-building is an approach consistent with EDUCIAC's strategic options—one that has been used from the outset to promote democratic processes rooted in three basic elements: (a) promoting a non welfare-oriented approach; (b) fostering horizontal relations between adults and young people, moving beyond the adult-centered approach; and (c) improving citizens' ability to influence policy.



Invitation to the roll-out of the Youth Act

This priority methodological approach centered on capacity-building as essential to promoting different forms of civic engagement is clearly relevant to the profile of the beneficiary groups. The Project's activities have brought together and mobilized CSOs, women, youth organizations, academics, community groups, organizations that aid children and women that are victims of violence, and advocacy groups working to guarantee the right to food, information and transparency, environmental protection, gender equality, and the treatment of hearing impairment in the intervention areas and cities. These initiatives have encouraged the adoption of the rights approach, providing citizens with opportunities to increase their democratic participation and informing them of their right to participate in forums where they can make a difference and influence decision-making.

In addition, the gender approach has been relevantly integrated, promoting the equitable participation of men and women, adults and young people. The Project's roster of participants shows a total of 1,095 beneficiaries, 625 women and 471 men. However, participants repeatedly mentioned the problems that still arise when attempting to establish equitable, nondiscriminatory gender relations in different sectors of society.

"Being young and venturing into the adult world is complicated, because sometimes they undermine your confidence that you can do things right, especially if you're a girl."

Olga P. former youth deputy who participated in the congressional drafting of the Youth Act

EDUCIAC’s decision to implement the Project jointly with other partners, including two government agencies,⁹ was important to this strategic approach, as it led to the creation of certain consultative and lobbying mechanisms during the drafting of the legal framework with government officials.

Finally, the Project had an excellent communication strategy that lent visibility to the civic engagement processes it promoted and put them on the public agenda.

ii. Effectiveness

The Project was highly effective in planning and executing the activities, providing useful material for raising citizen awareness and mobilizing civic groups and civil society organizations. These results are an important first step toward increasing civil society’s influence on the definition, implementation, monitoring, and/or evaluation of public policy in the medium and long term. Establishing a baseline at the start of the Project made it possible to gauge the progress that had been made and identify the components still in need of strengthening.

The Project’s greatest achievements without a doubt were the training and consultative exercises for drafting the thematic agendas and developing the contents of the programmed legislative proposals (Youth Act, law to promote CSO activities, and the amendment to the Plebiscite and Referendum Act for the state of San Luis Potosí). These outcomes prove that really substantive, honest, high-quality consultation and participation exercises can be programmed and executed to promote authentic democratic and strategic processes and foster civic empowerment and networking for participation in public affairs.



All Youth without Rights Forum

“Before, we would go to public agencies hat in hand, saying, “Please, we need money!” Now we know we have a right to those funds, because they’re public. We learned the word “advocacy” and know how to say what we want.”
Comments of a participant in the training sessions on public policy.

Another relevant aspect of the Project was the creation of the CSO network, which, as all the interviewees indicated, has turned into an important forum for interaction and solidarity, as well as a vehicle for its member organizations to share knowledge, information, services, and tools. This is especially relevant if we consider the 10-year dry spell in civic action that many interviewees mentioned as characteristic of political life in the state of San Luis Potosí. Likewise, the results of the Project show that social mobilization is still necessary.

However, it requires citizens to acquire knowledge, skills, and social and political resources if they are to move toward participation in the different stages of public action. Without it, for example, the Youth Act could not have been passed.

The exercises in systematizing the process leading up to the passage of the Youth Act, as well as the printed materials produced (e.g., the Manual on Citizenship-building) are important

⁹Congressional Committee on Human Rights and Gender Equity of the State of San Luis Potosí, Potosí Youth Institute

tools that assemble and publicize the lessons learned in the interaction with beneficiary populations to raise their civic awareness and increase their options for participating in public affairs.



Meeting with the Board of Directors of the CSO Network

However, the evaluation mission believes that the Project was very ambitious. While the process has raised awareness about the exercise of civil rights and awakened people’s desire to get more directly involved in public affairs in terms of enabling civil society to effectively influence public policy in San Luis Potosí, some aspects must be further developed and reinforced. There is a need: (1) to contribute to the development of a group identity, a specific agenda, and social and political involvement in the newly created forums (CSO network, youth groups that pushed for the passage of the Youth Act,

organizations that address some aspect of women’s rights); (2) to reorient the strategy so that not all activities are mass activities but include initiatives that promote critical thinking; (3) to guarantee the development and/or transfer of knowledge, skills, and social and political resources for participation, decision-making, and political organizing and negotiation; (4) to improve mechanisms and methodologies for building the capacities necessary to achieve the aforementioned goals; (5) to establish a monitoring mechanism that not only looks at efficiency and operational aspects of the Project, but sustainably consolidates its strategic orientations.

iii. Efficiency

The efficiency factors were found to be highly satisfactory. Coordination among the partner organizations was based on the profile and specific intervention area of each. Propuesta Cívica A.C, which has closely collaborated with EDUCIAC for some years, was the NGO partner involved most directly in technical and strategic management. The other partners¹⁰ geared their support more to consultative activities for drafting legislation (on youth and CSOs). A team made up of a coordinator and a coordination assistant took efficient charge of the Project’s technical management and administration. A number of EDUCIAC’s permanent staff also assisted with the implementation of certain activities. A two-person team was created to monitor the activities, in which volunteers, the majority of them students, also participated. This team developed an analysis matrix that enabled it to compile and compare information on two processes: the results priority target groups (youth, women, and CSOs). Teams formed to examine different aspects of Project management (event logistics, content design, monitoring and evaluation of activities) held coordinating meetings to adjust planning to observations from the monitoring mechanisms. In some cases, programmed events or roundtables were replaced by in-depth workshops. This was the case with the Transparency Workshop, since it was observed that the organizations needed more information about this issue. The Project also hired subject specialists, who advised participants on legal matters, lobbying, social communication, and transparency. At the time of the evaluation, the EDUCIAC team was processing the results of the activity evaluations, as well as the overall final evaluation.

¹⁰ Congressional Committee on Human Rights and Gender Equity of the State of San Luis Potosí and the Potosí Youth Institute

Finally, another component of efficiency is the quality of the records of the meetings and training activities and the systematization of the results. EDUCIAC painstakingly documents implementation of the activities and summarizes the content of the discussions and training sessions. Its publication *Diálogo social por la Juventud* (Social Dialogue among Youth) describes how the process was systematized and the mechanisms developed during the drafting, lobbying effort, and roll-out of the Youth Act.

In terms of time frames, no major changes were observed that altered planned results. Due to the electoral and legislative agenda, some activities had to be reprogrammed, obliging EDUCIAC to request Project extensions totaling six months, making its end date April 30, 2013 instead of October 31, 2012. Insecurity in the Matehuala area led to the cancellation of a workshop on citizenship-building skills.

“Six years ago when first got involved, I tried to see how youth groups could make themselves more visible. Now there’s a mechanism that has resources and goals and attracts people. To a certain extent, the Youth Act was a pretext to make the voices of young people heard.”

Mariana, member of a youth organization.

The activity implementation level and results obtained have a very good cost-benefit ratio, since the Project has trained and mobilized a substantial and representative number of stakeholders in various sectors of civil society and tackled an array of issues in connection with citizenship-building.

iv. Impact

The impact analysis shows varying levels of impact, depending on the type of stakeholder and specific intervention context. All stakeholders interviewed said that the civic engagement process implemented in San Luis Potosí had been unprecedented and had contributed to the creation of social capital capable of putting forth and articulating ideas and with the desire to make a difference and create change.

The opinions garnered through field interviews underscore the Project’s efforts to make civil society organizations visible and expand their role. This capacity-building effort led to a change in perspective, since it revealed the need to endow civil society with greater legitimacy and representation. Many stakeholders said that the Project was “a before and after” point. Before, CSOs worked in isolation. Now, they have realized what can be accomplished if they work together—specifically, taking advantage of the opportunity offered by the CSO network. Several of the CSOs interviewed considered the mere fact of getting to know one other and learning “who does what” a very positive development. This has fostered solidarity among them, creating connections and enabling them to learn about each other and share services and skills.

“We’re still a minority among organized youth in the city and state of San Luis Potosí. Many young people feel that they are unacknowledged. We need to have a place in policy negotiation forums”

Member of a youth organization that participated in the Focus Group.

They also acknowledged the different degrees to which CSOs had embraced the network. Some of them had integrated and made better use of the group perspective, feeling that they were part of the CSO network and were willing to create forums for group participation in order to influence public affairs. Other organizations still operate from a more individualistic welfare-oriented perspective and may see the benefits that the network can bring to their own organization. At present, capacity transfer occurs primarily in informal settings and is not sufficiently intentional.

Leadership is beginning to emerge in the network, however, and people are beginning to talk about organizing thematic committees. A coordinated agenda has been drafted that includes specific items to be explored in depth. Significant among them is an intensification of the gender approach, which has shed more light on the obstacles to establishing respectful and equitable relations—obstacles that result in violence, abuse, and vulnerability.

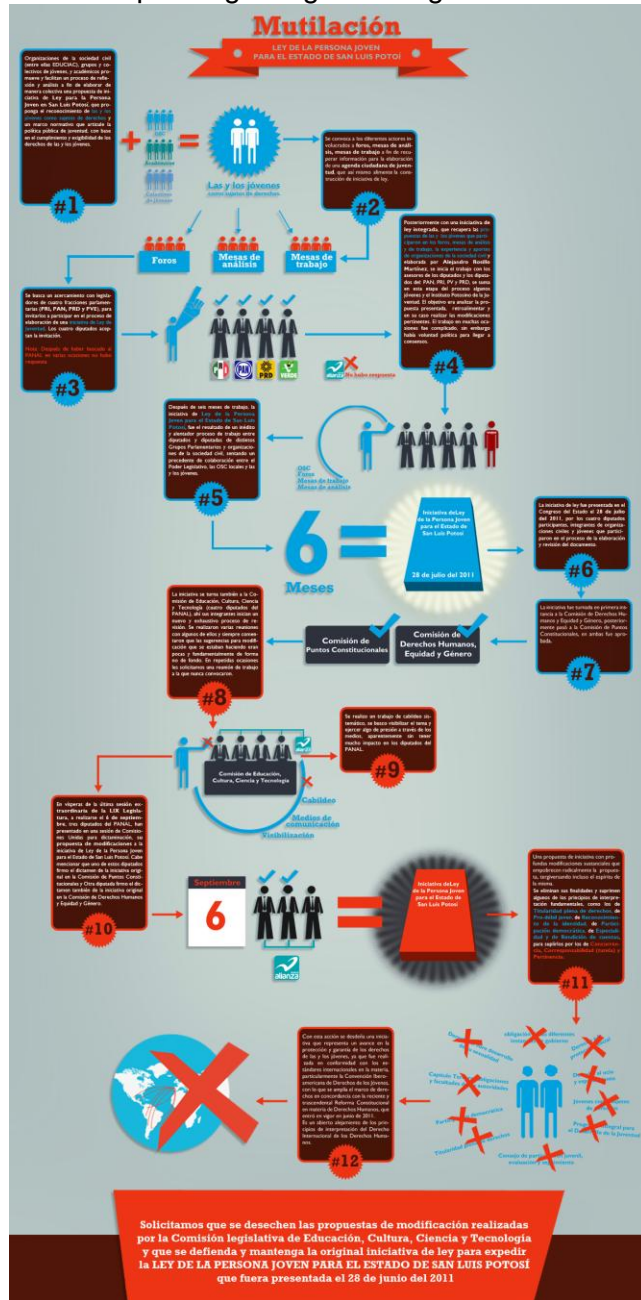


Diagram of the roadmap prepared during the drafting of the Youth Act

The gender approach has been integrated into the work of EDUCIAC's Cero Trata watchdog group, making the sex trafficking of women an important issue for the organization. The work of the Committee to Prevent, Confront, and Eradicate Human Trafficking in San Luis Potosí is being monitored through mapping of what is being done or proposed institutionally in terms of action, budget allocation, institutional coordination, and other aspects.

The youth organizations interviewed stated that they now had a better understanding of the rights approach and had further embraced it, receiving specific tools that had enabled them to learn different ways to influence policy and improve the quality of their participation. The Ojo Ambulante watchdog group was considered a mechanism for monitoring enforcement of the laws and learning more about public-sector attitudes toward youth participation.

Furthermore, many young people viewed EDUCIAC as a forum for civic engagement, since it enabled them to get involved in decision-making processes, motivating them to apply for a job with the organization.

Significant changes have also been observed in public policy, which at the state level left much to be desired. The drafting and negotiation of the Youth Act and the law promoting CSO activities has created negotiating mechanisms that help bring government agencies and CSOs closer together. However, these mechanisms have a potential impact that must be bolstered, in particular to further coordinated, organized networking among stakeholders through forums for political negotiation and dialogue.

Finally, it bears mentioning that the Youth Act recognizes that young people have rights and, by clarifying the powers of certain public agencies, it should be easier to enforce. Several government secretariats and agencies are obliged to comply with this act; thus, it must be publicized and the pertinent public officials informed.

v. Sustainability

EDUCIAC's recognition, legitimacy, and credibility in the universe of civil society organizations in San Luis Potosí are its calling card and greatest social capital. That profile is also one of the most important sustainability factors for building and strengthening civil society's capacity to influence public policy—above all, since the initiatives undertaken have given many stakeholders the confidence to develop and implement initiatives for networking and social and political participation. Added to this is the fact that EDUCIAC has a sound institutional structure and a committed team with the requisite expertise. One of the unexpected results of the Project cited by EDUCIAC is that it caused the organization to shift its institutional priorities, making civil society strengthening to influence public policy-making a strategic priority. This issue is now part of EDUCIAC's agenda, making this NGO far more sustainable, since it no longer depends solely on having a project under way. In terms of institutional sustainability, equally important is the fact

As a new organization, we had to learn the ropes. We had a lot of enthusiasm but were asking ourselves, what now? How do we get things done?

Jesús O., Director of a member foundation of the CSO network.

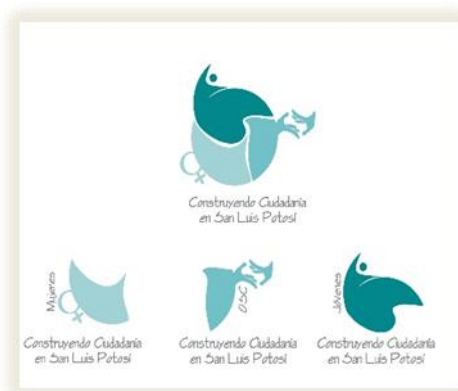
that EDUCIAC is a member of the CSO network and is actively advocating for the network to put passage of the law to promote civil society activities on its agenda. Likewise, definitive integration of the Cero Trata and Ojo Ambulante citizen watchdog groups in its work and agenda will lend continuity to the exercise of citizen oversight that began with the Project.

Another important sustainability factor in the process is the CSO network created in the context of the Project. Members recognize the network as a necessary strategic mechanism for: promoting solidarity and strengthening them both individually and collectively; encouraging the sharing of services and transfer of knowledge and skills; making heretofore unrecognized issues and population sectors visible; and above all, strategically connecting them and promoting agendas of mutual interest.

Furthermore, EDUCIAC has contacts and agreements with a number of funding sources (public and private, domestic and international), making it financially sound and able to continue supporting the processes begun.

vi. Value added

This is the first time that EDUCIAC has received financial support enabling it to implement a two-year project. Having the backing of a United Nations program has enhanced its credibility and enabled it to begin making major changes and encouraging key civil society stakeholders to embrace democratic practices. Civil society in the state of San Luis Potosí had gone through a period of apparent political inactivity in the face of a social sector that while mobilized, had a heavily welfare-oriented approach. It was therefore very important for CSOs to have the opportunity to reflect on their role in influencing public policy and acquire the tools they needed to increase their effective participation in the design and implementation of public policy. It should also be recognized that in a social context of hard-core conservatism, silencing, and denial, the fact that CSOs have begun putting issues such as human trafficking for sexual exploitation on the public agenda is part of the Project's value added. Moreover, the change in the organization, which has reformulated its institutional mission and strategy, has



Project logo

put EDUCIAC in a better position, making it an important resource for promoting the changes generated in civil society. All this confirms the value added that UNDEF has contributed to the implementation of democratic civic engagement processes that will gradually improve the living conditions of social stakeholders.

V. CONCLUSIONS

Bearing in mind the context of the Project, characterized by apparent social and political stagnation in recent years, the evaluators consider its impact to be highly satisfactory. While consolidating and capitalizing on the process begun is a pending challenge, a solid foundation has been laid for continuing the dynamic generated and capitalizing on the lessons learned. The Project's strong points have been:

i. Fostering understanding and acceptance of civil society's role in strengthening democracy and environments that promote the exercise of civil rights. All actors involved have had an opportunity to learn about their rights and recognize opportunities, forums, and tools for exercising citizen oversight more effectively and less onerously than before. Raising awareness among groups and organizations and mobilizing them to action has heightened their motivation and increased their ability to influence public affairs.

ii. Lending visibility to issues and vulnerable sectors of the population that up to now have been ignored, especially from the standpoint of their rights.

iii. Strengthening and advancing the professionalization of CSOs as legitimate social and political stakeholders with their own identity, capabilities, and proposals for influencing public affairs. The organizations realize that they have acquired very practical and applicable knowledge and have learned how to interact with other organizations and connect with public officials. The drafting of a law to promote CSO activities and the creation of the CSO network are two components of empowerment that were viewed very positively. This process must be consolidated.

iv. Strengthening the legal framework, with the passage of the Youth Act on 6 September 2012 and its entry into force, which from a rights perspective, recognizes and strengthens such a forgotten and stigmatized group in society as young people, an innovative model of civil society and decision-maker relations has been developed to help young people influence public affairs. This opens new possibilities for replicating the model and eventually developing more normalized relations between society and decision makers. The lessons learned from this experience may support the approval process of the two other laws on which the project worked (CSO law and Referendum law). In order to enforce the Youth Act, it will be necessary to finish publicizing it, bringing it to the attention of the stakeholders responsible for its enforcement and the young people who are its beneficiaries. It will also be necessary to take action by influencing the design and execution of public plans, programs, and projects in the various areas covered by the law.

The Project was **very ambitious**. Dealing as it did with the promotion of highly qualitative processes of change, some of its components had real potential for impact that has yet to be consolidated. Specifically, certain sectors in need of particular assistance were identified:

v. Mechanisms for dialogue between public officials and youth are still characterized by **very vertical communication** and to some extent, an adult-centered culture that is hard to eradicate. Young people were not given the opportunity to participate in the negotiations during the drafting of the Youth Act, and they still lack **an organized network** to enable them to participate in lobbying activities.

vi. While CSO capacity to influence policy has been strengthened, not enough work has been done on **identifying mechanisms for negotiation and dialogue with government agencies. Nor has progress been made in developing an agenda and strategic plan with well-defined issues and objectives that civil society considers essential to its lobbying efforts.** This is an impediment to building legitimate, effective channels for advocacy that would make it possible, for example, to use and channel the information gathered by the watchdog groups that exercise public oversight.

vii. **Women are the least represented beneficiary group** in civil society. There are very few women's organizations and few that focus on women's rights or gender issues. Moreover, women were the group least emphasized in the work plan executed. This is a challenge that must certainly be tackled in the next stages of the work, especially given the great vulnerability of this group and the wide range of problems that affect it, such as trafficking, abuse, mistreatment, and assorted forms of violence.

VI. RECOMMENDATIONS

In order to sustainably bolster the impact of the Project, the mission recommends the following:

i. Strengthen mechanisms for connecting groups as participants in policy dialogue. Contribute to the creation of a collective identity with a specific agenda and social and political engagement profile in the recently created mechanisms: the CSO network, youth organizations that lobbied for passage of the Youth Act, and organizations that focus on some aspect of women’s rights. Reorient the strategy to ensure that the activities are not all mass activities; instead, include initiatives that encourage critical thinking and a strategic approach, integrating the use of a plan of action, roadmap, and intervention protocols that stress the operational level. (See Conclusions iii and v)

ii. Design a diversified training strategy. The future plan for building CSO capacity should be based on the results of the mapping done over the course of the Project to ensure that it addresses the specific needs of each beneficiary group. It should also guarantee the development and transfer of knowledge, skills, and social and political resources for civic engagement, decision-making, and political organizing and negotiation and improve mechanisms and methodologies for developing the capacities required to achieve this.



Consultative forum on the Youth Act

iii. Program stable mechanisms and channels for negotiation and dialogue with government stakeholders. Identify strategic partners among government stakeholders and entities that are open to collaborating with civil society and planning and can support ongoing relationships that foster specific policy advocacy initiatives. (See Conclusion vi).

iv. Improve the representation of women’s groups and organizations. Conduct diagnostic reviews of the dynamic of women’s organizations in San Luisa Potosí and based on that, develop a relevant, balanced strategy and plan. (See Conclusion vii).

v. Develop a specific mechanism for publicizing the Youth Act. Disseminating information about the Act, publicizing it, and training not only those responsible for its enforcement but populations and youth organizations as well are essential. Otherwise, there is a risk of having a relevant, up-to-date but inoperative legal framework. EDUCIAC and the CSOs should jointly study initiatives that they can work on to contribute to the enforcement of this legislation at the state and local level (See Conclusion iv).

ANNEXES

Annex 1: Evaluation questions:

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

Annex 2: Documents reviewed

- *Project document:*
 - Project Document UDF-MEX-09-343
 - Mid-term Narrative Report
 - Final Narrative Report
 - Final Financial Report
 - Extension status report
 - Website: <http://www.educiac.org.mx>
- *Materials published within the framework of the Project:*
 - Youth Agenda
 - Record of negotiation meetings
 - Manual on Citizenship-building
 - Diagnostic review of youth for the state of San Luis Potosí
 - Social Dialogue among Youth
 - Youth Act in the State Congress
 - CSO civic agenda
 - Civic agenda on women for the state of San Luis Potosí
 - Law to promote CSO activities in San Luis Potosí
 - Informational material on direct mechanisms of democracy, plebiscite, referendums, and recall of public officials
 - Bill on amendments to the Plebiscite and Referendum Act
 - Website of the Ojo Ambulante youth watchdog group (www.ojoambulante.org.mx)
 - Website of the Cero Trata watchdog group on the sex trafficking of women (www.cerotrata.org.mx)
- *Other documents reviewed:*
 - Informe de pobreza y evaluación en el estado de San Luis Potosí 2012, Consejo Nacional de Evaluación de la Política de Desarrollo Social (CONEVAL)
 - Informe sobre la Situación de Derechos Humanos en México, Red de Organismos Civiles de Derechos Humanos “Todos los derechos para todos y todas,” presented at the 147th Regular Period of Sessions of the Inter-American Commission on Human Rights (IACHR) in March 2013
 - El Universal, national daily newspaper

Annex 3: Persons interviewed

Monday, April 8, 2013	
<i>Meeting with the EDUCIAC team</i>	
Alma Irene Nava Bello	General Manager of EDUCIAC and project coordinator
Fabiola Delfín Martínez	Project assistant
Sofía Córdova Nydia Morales César Reyna Rubén Puertos	Team for the creation, management, and operation of the Ojo Ambulante and Cero Trata watchdog groups
Marcela Godínez	Member of the Project Follow-up and Systematization Committee
Tuesday, April 9, 2013	
Martín Faz,	External consultant hired to lobby for passage of the bills
Guillermo Luévano	Adviser to the former deputy involved
Diva (vía Skype)	Head of the organization Albergues para Mujeres Víctimas de Violencia. Formación y Protección de la Mujer y el Menor A.C, in Ciudad Valles
Laura (vía Skype)	Comunidades campesinas y urbanas solidarias con alternativas (COMCAUSA), a civil society organization working in the municipality of Tancanhuitz
Helga (vía Skype)	Asociación Huasteca en ayuda a los animales (ASHUDA), a civil society organization working in the Huasteca region
Wednesday, April 10, 2013	
Jesús Olvera	Fundación Itskoatl
Martín Faz	External consultant hired to lobby for legislation
Ramón Ortíz	Enfoque de Igualdad
Olga Palacios	Former adviser and deputy
Alejandro Rosillo	External consultant to provide legal advice on the legislative processes included in the Project.
Focus group with youth organizations: Mariana, Alejandra, Rocío, Isabel, Patricia, Carlos, Yanelli.	Colectivo Trabajando con la tierra, Colectivo Universitarios libres, El Faro, Ludoteca rodante, Centro de atención psicológica de jóvenes y adolescentes, Vida sobre ruedas
Thursday, April 11, 2013	
Beatriz Benavente (rescheduled because she did not attend)	Former deputy in charge of the Committee on Human Rights and Gender Equity
Alma Nava and Fabiola Delfín	Coordinator and Project Assistant, respectively.
Alejandro Rubin de Cellis	Journalist in the capital of San Luis Potosí
Samuel Bonilla	Member of the México Infórmate network; trainer in the workshops on access to information and transparency
Focus group with members of the CSO network: Gabriela, Jaime, José Jesús, Érika, Omar, Manolo, Hortensia, Amparo, Don Rogelio, Saúl y Joel.	Fundación Itskoatl, Hoy por Mixquitic, Aprendiendo juntos, Vida sobre ruedas, Instituto bilingüe intercultural de personas sordas, Comunidad Terapéutica Vista Hermosa, Integra, IBIS,
Friday, April 12, 2013	
Cristina Nava	CSO opinionmaker through the Cummins company's financing program
Saturday, April 13, 2013	
María Teresa Galicia	Technical Secretariat of the State Population Council

Annex 4: Acronyms

CDHDF	Comisión de Derechos Humanos del Distrito Federal
CONEVAL	Consejo Nacional de Evaluación de la Política de Desarrollo Social
CSO	Civil Society Organization
EDUCIAC	Educación y Ciudadanía A.C.
IACHR	Inter-American Commission on Human Rights
INEGI	Instituto Nacional de Estadística y Geografía
NGO	Nongovernmental Organization
PD	Project Document
POA	Plan Operativo Anual
UNDEF	United Nations Democracy Fund