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EVALUATION REPORT



**UDF- MEX-10- 407– Strengthening Democratic Participation Among Indigenous
Peoples of Oaxaca, Mexico**

Date: 9 October 2014

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Disclaimer

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

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I. Executive Summary

(i) Project Data

This report is the evaluation of the “Strengthening democratic participation among indigenous peoples of Oaxaca, Mexico” project. Implemented by SERvicios del Pueblo Mixe A.C. (SER Mixe A.C.) from June 1, 2012 to May 31, 2014, the project received an UNDEF grant of US\$225,000 to carry out the following activities with the following objectives.

The aim of the project was “*to strengthen the autonomy and sovereignty of the Mixe people and other Indigenous people of Oaxaca, to improve the implementation of their rights, to enhance their participation in decision-making processes, and to strengthen the organizational processes of Indigenous people, especially Indigenous women, for democracy based on justice, equality and interculturality.*”

The project sought to empower indigenous people from the State of Oaxaca, Mexico, make their voices heard, and increase their participation in democratic processes. It also sought to reduce the gap between the passage of legislation and its implementation – i.e., the project will contribute to the enforcement of indigenous rights by fine-tuning the legal and institutional framework, the system for the defense of indigenous rights, and the information and communication mechanisms of the state’s legal system. The State of Oaxaca purportedly had a significant number of high-risk agrarian conflicts. Through jurisdictional resolutions or agreements, the project worked to reduce the number of conflicts between the indigenous legal system, on the one hand, and the state legal system, on the other, seeking to establish precedents for harmonizing the two systems.

The project strategy was built on three specific outcomes: (i) “Improved legal and institutional framework for recognition and implementation of indigenous rights and harmonization of the State and Indigenous legal systems;” (ii) “Indigenous organizations in Oaxaca consolidated and strengthened for increased democratic participation;” (iii) “Increased organizational capacity of Indigenous women in Oaxaca to participate in the democratic process.”

In order to meet these objectives, the project sought to increase indigenous participation in decision-making at the local, state, and international level and enable indigenous peoples to discuss their concerns, expectations, and desire for recognition at various levels. The project covered the State of Oaxaca, and its beneficiaries were the Mixe, Zapotec, Huave, and Mixtec communities.

(ii) Evaluation Findings

The project’s intervention was very timely and highly **relevant**, given the recent changes in the legal framework, especially the passage of the new subsidiary legislation and Mexico’s new energy policy. The new legislative package does not include guarantees or mechanisms to ensure the exercise of indigenous citizens’ and communities’ right to information, consultation, participation, and decision-making regarding matters involving their lands and territories.

The current vulnerability of Mexico’s indigenous peoples underscores the need to empower indigenous organizations so that they can participate in decision-making and be in a position

to defend and demand the full exercise of their human rights, as well as their rights as indigenous peoples.

The project strategy has thus been consistent with the needs of the beneficiary groups, as it has given impetus to the drafting of the Constitutional Reform proposal in the State of Oaxaca. The methodological approach, focused on community and regional capacity building, litigation, and improving the ability of indigenous peoples to lobby public authorities, was consistent with promoting, defending, and enforcing the rights of the beneficiary groups. Furthermore, the project's support for empowering indigenous women's groups, especially AMIO, REDDIM, and CEDIO, through its adoption of a gender approach, helped consolidate the process launched by SER Mixe and had a major impact on the lives of the beneficiaries as well as the development and improvement of institutional and democratic life in the State of Oaxaca.

The project was too ambitious (26 outputs were identified). However, overall, it was highly **effective**, a fact acknowledged not only by the direct stakeholders but those who had learned about it indirectly. While not entirely attributable to SER Mixe or the project, the support for drafting Oaxaca's Constitutional Reform to protect the human rights of indigenous peoples contributed to the comparative diagnostic study of Federal and State legislation, ensuring that the basic document reflected the expectations and proposals of the state's indigenous and Afro-Mexican peoples. The participants in this process were stakeholders from civil society, academia, and Oaxaca state government agencies, coordinated by the state government's Secretariat for Indigenous Affairs (SAI). SER Mixe, CEDIO, AMIO, REDDMI, municipal and agricultural authorities, *comuneros* (community landowners/residents) and citizens, men and women alike – all of them direct beneficiaries of the project – made up the Consultative Board charged with submitting the Constitutional Reform proposal to the State Government, which in turn submitted it to Congress for consideration. This process was accompanied by a series of initiatives aimed at promoting harmonization of the Oaxaca national justice system and indigenous legal systems to guarantee respect for and enforcement of indigenous rights. Within the framework of this project, 51 cases of collective rights violations were taken up and five criminal cases and three agrarian conflicts were resolved. Resolution of the remaining 43 cases was pending at the time of the evaluation. The component that was programmed to support legal establishment of the association of Zapotec authorities and the association of Mixe authorities was only partially implemented, since the organizations' articles of incorporation were not drawn up. Training workshops were substituted for the eight sessions with the authorities that were originally programmed. It is important to point out the attention paid to the needs and expectations of indigenous women through use of the gender perspective, the purpose of which was to further knowledge about and harmonize indigenous and women's rights. The project improved the ability of two indigenous organizations, REDDMI and AMIO, to engage in advocacy – REDDMI at the community level, and AMIO at the state level.

SER Mixe has a competent professional technical team, which ensured proper technical and financial management and, overall, resulted in good **efficiency**. The heads of the Indigenous Rights, Indigenous Autonomy, and Gender Equity and Mixe Women departments were responsible for implementation of the activities, and the Executive Board, for the coordination and overall monitoring of the project.

Some problems were observed with the Narrative Reports, which were more descriptive than analytical and did not clearly show the connection between the components addressed and the strategy spelled out in the Project Document (PD).

The project respected the established timetable, and most of the initiatives were executed on time. However, some activities had to be delayed due to external factors; others, such as the

legal establishment of the Zapotec and Mixe associations, were not implemented. A more detailed risk analysis would likely have prevented these problems.

Concerning budget execution, the evaluation team concluded that optimal use of the available resources resulted in a good level of efficiency. The budget execution rate was 85.05%. Variations in the exchange rate were responsible for the difference. The most important budget line was “Meetings, forums, and training.” The impact achieved is indicative of good results, especially in strengthening the capacities and organizations of the various stakeholders. The SER Mixe team is aware that the lack of a budget affected some key activities that it would have liked to implement, especially monitoring and computer processing of the data on progress and lessons learned within the framework of the project. The project achieved a high **impact** in both SER Mixe and beneficiary groups and government stakeholders in the State of Oaxaca. The groups targeted by the training activities gained a greater ability to analyze the problems affecting their communities and became more aware of their rights. Their participation in drafting the Constitutional Reform proposal in Oaxaca has inspired them to be more proactive in exercising their citizenship. The project thus had a significant impact in terms of strengthening indigenous organizations. While many such organizations – CEDIO, AMIO, and REDDMI, for example – were already in operation, they were given the opportunity to improve their work methods and gained greater access to information, legal assistance, and connections with government institutions. The opportunities provided for collaboration with the Executive branch have increased indigenous communities’ trust in public institutions, while creating a favorable framework for democratic participation.

Due to its competence and institutional track record, SER Mixe has the technical capacity to lend **sustainability** to the training experiences and empowerment of indigenous communities, exposing the vulnerability of indigenous rights, particularly through the identification, documentation, and resolution of important cases of collective rights violations. The internal strengthening of indigenous organizations (CEDIO, AMIO, and REDDMI), improvement in their capacity to engage in dialogue and advocacy with the government, and opportunities for collaboration with departments of the State Executive Branch are all components of sustainability that, though in need of consolidation, have the potential to keep these organizations operating.

Nevertheless, much will depend on SER Mixe’s ability to bolster its institutional capacity – on the one hand, by analyzing and capitalizing on lessons learned to optimize its institutional efforts, and on the other, by seeking alternatives that will guarantee the financial sustainability and stability necessary to the continuity of these initiatives.

The **value added** of the project is its contribution to strengthening the continuity of processes and initiatives to empower the indigenous peoples of Oaxaca, which was unlikely to have occurred without UNDEF support. On the political scene, the project made it possible to include the indigenous peoples’ perspective and expectations in the Constitutional Reform proposal for Oaxaca. Concerning the defense and exercise of rights, the project provided legal assistance and representation before jurisdictional, judicial, and administrative bodies in the State of Oaxaca. It empowered organizations like CEDIO, AMIO, and REDDMI, offering beneficiaries specific opportunities for democratic participation.

(iii) Conclusions

- **The project contributed to constitutional, legal, and institutional recognition of the rights of indigenous peoples in the State of Oaxaca.** Participation in the drafting of the Constitutional Reform proposal gave the indigenous peoples an opportunity to express their needs and grievances, helping to empower them on the political and institutional stage. The legal assistance received in handling and settling cases furthered progress in the defense against indigenous rights violations.

- **The project benefited from SER Mixe's excellent experience and professional expertise in the field of indigenous rights.** The NGO has an acknowledged and well-respected track record as one of the organizations that has actively contributed to the defense of indigenous rights in Mexico. However, despite its solid institutional base, it needs to redefine its institutional strategy to improve its performance.

- **The project helped empower organizations by strengthening their capacity to advocate for their cause.** Strengthening CEDIO, AMIO, and REDDMI as entities for the democratic participation of indigenous peoples contributed to their autonomy as social and political stakeholders. The fact that these organizations had specific demands and agendas empowered them as peers of SER Mixe, the agency working toward the recognition and defense of indigenous rights in Oaxaca. In order to lodge their demands and address their agendas, they requested legal assistance and training to increase their advocacy capacity and linkage with other government and civil society stakeholders.

- **The project established important links with government figures.** The project capitalized on the presence of individuals currently in Oaxaca's Executive branch who at one time had belonged to SER Mixe and REDDMI. These alliances have the potential to facilitate collaboration and/or extend to other strategic public figures, build relationships, and create institutional agendas capable of lasting beyond the current administration.

- **Need to identify alternative funding sources.** SER Mixe's financial position is currently precarious, which has created job insecurity among its staff. While the NGO has a clearly defined mission and institutional objectives, it still has not drafted its strategic plan and the budget needed to implement it, posing a risk to its institutional sustainability that must be mitigated.

(iv) Recommendations

- **Further the legal and institutional recognition of indigenous rights in Oaxaca.** If the Constitutional Reform proposal in the State of Oaxaca is passed, SER Mixe will need to expand and enrich its strategy for harmonizing the indigenous and national legal systems to ensure their consistency with the Federal Constitution's new human rights criteria. This process should be accompanied by specific proposals for legal and institutional recognition with a short-, medium-, and long-term agenda that includes an intercultural perspective.

- **Systematize the experience to capitalize on lessons learned.**

Given the recent changes in the legal framework, SER Mixe should make it a priority to redefine its institutional strategy in order to capitalize on its success in strengthening capacities and empowering organizations. Identifying lessons should be the starting point for determining the challenges and strategies to implement going forward. This process should be accompanied by training to strengthen capacities in political advocacy, civic organization, and strategic analysis and litigation.

- **Redefine the institutional strategy using a rights-based approach.**

Passage of the Constitutional Reform will make it necessary to raise awareness about indigenous rights. Direct work must also be undertaken with the institutional actors charged with guaranteeing indigenous rights to ensure their commitment to defending and enforcing them. This will require clear planning of simultaneous political advocacy with the three branches of government (Executive, Legislative, and Judicial).

- **Program stable channels for dialogue and negotiation with public officials.** Developing an interinstitutional policy based on a multistakeholder approach will make it possible to capitalize on the alliances established with the public sector (SAI and Congress) – this, with a view not only to developing ad hoc, short-term agendas but to introducing structural elements in the three branches of government to gradually create an institutional framework for the recognition and enforcement of indigenous rights in Oaxaca.

- **Provide continuity for the strengthening and consolidation of indigenous organizations.** To become fully recognized stakeholders truly capable of dialogue with the State, CEDIO, AMIO, and REDDMI, as well as the SAI Consultative Board must still be strengthened at the community, municipal, regional, and/or state level. Giving these stakeholder opportunities for interaction and linkage should help consolidate them develop a group identity while strengthening new processes for the exercise of citizenship.

- **Seek alternatives to ensure the financial sustainability of SER Mixe.** Stabilizing the organization's financial situation to reduce its dependence on cooperation and guarantee its institutional sustainability, at least in the medium term, is essential. At the same time, it must adopt better hiring procedures in its employment policy and include, insofar as possible, the right to social security and new professional development opportunities.

II. Introduction and development context

(i) The project and evaluation objectives

The “Strengthening democratic participation among indigenous peoples of Oaxaca, Mexico” project was implemented by SERvicios del Pueblo Mixe A.C. (SER Mixe A.C.), from June 1, 2012 to May 31, 2014.¹ UNDEF provided a grant of US\$225,000, \$22,500 of which was retained for monitoring and evaluation purposes.

The aim of the project was *“to strengthen the autonomy and sovereignty of the Mixe people and other Indigenous people of Oaxaca, to improve the implementation of their rights, to enhance their participation in decision-making processes, and to strengthen the organizational processes of Indigenous people, especially Indigenous women, for democracy based on justice, equality and interculturality.”*

The project sought to empower indigenous people from the State of Oaxaca, Mexico, make their voices heard, and increase their participation in democratic processes. It also sought to reduce the gap between the passage of legislation and its implementation – i.e., the project will contribute to the enforcement of indigenous rights by fine-tuning the legal and institutional framework, the system for the defense of indigenous rights, and the information and communication mechanisms of the state legal system. The State of Oaxaca purportedly had a significant number of high-risk agrarian conflicts. Through jurisdictional resolutions or agreements, the project worked to reduce the number of conflicts between the legal system used by indigenous people, on the one hand, and the state legal system, on the other, seeking to establish precedents for harmonizing the two systems.

The project strategy was built on three specific outcomes: (i) “Improved legal and institutional framework for recognition and enforcement of indigenous rights and the harmonization of the State and indigenous legal systems;” (ii) “Indigenous organizations in Oaxaca consolidated and strengthened for increased democratic participation;” (iii) “Increased organizational capacity among Indigenous women in Oaxaca to participate in the democratic process.”

In order to meet these objectives, the project sought to increase the indigenous participation in decision-making at the local, state, and international level and enable indigenous peoples to discuss their concerns, expectations, and desire for recognition at the different levels. In particular, it looked to further consolidate the Oaxaca Council on Indigenous Rights (CEDIO) as a public forum for discussions on the enforcement of indigenous rights. The project also sought to support the establishment of a legally recognized association of Mixe authorities. The project covered the State of Oaxaca, and its beneficiaries were the Mixe, Zapotec, Huave, and Mixtec communities.

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

¹ Project Document signed May 25, 2012

² Operational manual for the UNDEF-funded project evaluations, page 6.

(ii) Evaluation methodology

The evaluation was conducted by an international expert and a national expert hired under the Transtec contract with UNDEF. The evaluation methodology is spelled out in the contract's Operational Manual and is further detailed in the Launch Note. Pursuant to the terms of the contract, the project documents were sent to the evaluators in early July 2014³ (see Annex 2). After reading and analyzing them, they prepared the Launch Note (UDF-MEX-10-407) describing the analysis methodology and instruments used during the evaluation mission to Mexico (State of Oaxaca) from August 11 to 15, 2014. The evaluators interviewed project staff and members of the SER Mixe coordinating team. They also met with project stakeholders and beneficiaries. Because the evaluation was conducted during the rainy and hurricane season, the evaluation team was unable to travel to remote areas and worked from its base of operations in Oaxaca City. To get around this problem, the team held group sessions with a representative sample of beneficiaries, as they would all be travelling from San Juan Jaltepec de Candayoc, Santiago Tutla, Santa María Matamoros, and San Juan Tepanzacoalcos. Annex 3 contains the complete list of persons interviewed.

(iii) Development context

Mexico is a multiethnic, multicultural nation. Official data recognize the existence of 68 indigenous peoples numbering 9,854,301, or 9.5% of the country's total population (103,263,388 people).⁴ While these indigenous groups are spread throughout the country, most of them live in southwestern Mexico, primarily Oaxaca, Chiapas, and Guerrero, where they constitute the majority of the population. Indigenous peoples live in 2,413 of Mexico's 2,443 municipalities,⁵ meaning that only 30 have no indigenous presence.

Mexico's indigenous population continues to exhibit the lowest levels of development, many percentage points below the national mean for the nonindigenous population.⁶ As a point of comparison, we note that of the 25 indigenous regions of Mexico, the Maya region ranks highest on the Indigenous People's Human Development Index; nevertheless, the region is still 6.2% below the national average.

In terms of the recognition of their rights as indigenous peoples, Mexico has ratified many international human rights treaties, as well as the principal international instruments on the rights of indigenous peoples, among them ILO Convention 169 concerning Indigenous and Tribal Peoples in Independent Countries and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Despite this and the fact that at the national level, the Federal Constitution was amended in 2001 to recognize Mexico's multicultural identity, it is impossible today to guarantee that its indigenous peoples can enjoy their rights as individuals and as a culturally diverse group. We regularly see how national and local policies, especially those governing the exploitation and use of natural resources – resources that are central to indigenous identity, being, and culture, as well as to the life and material sustenance of these peoples – often adversely affect their lands and territories.

³ With the exception of the FNR, whose preliminary version was received in late July and whose final version was received in August 19. Due to the late submission of the FNR, a PO note was provided in early August.

⁴ Programa de Naciones Unidas para el Desarrollo; *"Informe sobre Desarrollo Humano de los Pueblos indígenas en México. El reto de la desigualdad de oportunidades"*; Mexico, 2010, p. 37.

⁵ Comisión Nacional para el Desarrollo de los Pueblos Indígenas, http://www.cdi.gob.mx/index.php?option=com_content&view=article&id=272&Itemid=58

⁶ Navarrete Linares, Federico; *"Los pueblos indígenas de México"*; Comisión Nacional para el Desarrollo de los Pueblos Indígenas y Programa de las Naciones Unidas para el Desarrollo; Mexico, 2008; p. 96.

With 15 of the 68 nationally recognized indigenous peoples, Oaxaca is Mexico's most culturally diverse state.⁷ However, notwithstanding its rich culture and wealth of natural resources, Oaxaca is one of the Mexico's federative entities classified in official reports and statistics as "very highly marginalized." In this regard, the 2000 population census named Oaxaca as one of the country's five very highly marginalized federative entities; the 2010 Population and Housing Census likewise named Oaxaca as the federative entity with the third highest poverty and underdevelopment in the country.

According to the 2010 Population and Housing Census conducted by the National Institute of Statistics and Geography (INEGI), Oaxaca ranks second in terms of general malnutrition, with 51 of its 150 municipalities reporting the highest levels of marginalization and malnutrition in the country. Oaxaca likewise has the country's third highest illiteracy rate (16.3% of the population aged 15 and over is illiterate), with education levels at 56.3% below the national mean;⁸ in terms of medical care, over 80% of Oaxaca's indigenous population lacks the right to public health services.⁹

Moreover, due to the lack of jobs, lack of services, poverty, lack of support for working in rural areas, and the loss of community lands, Oaxaca now ranks among the top 10 federative entities with a high degree of emigration.¹⁰ The Mixe, or Ayuuk, are one of the 15 indigenous groups living in Oaxaca. Their jungle- and forest-covered mountainous territory is divided into upper Mixe, middle Mixe, and lower Mixe. Administratively, it is divided into 19 municipalities: Tlahuitoltepec, Ayutla, Cacalotepec, Tepantlali, Tepuxtepec, Totontepec, Tamazulapam, and Mixistlán in the upper region, Ocoteppec, Atitlán, Alotepec, Juquila Mixe, Camotlán, Zacatepec, Quetzaltepec, and Ixcuinteppec in the middle region, and Mazatlán, Cotzocón, and Guichicovi in the lower region.

The infrastructure in Mixe territory is deficient (insufficient lighting and drainage); schools lack needed supplies, furniture, and libraries; health centers lack medicines and trained personnel. Like the rest of Oaxaca's indigenous population, the Mixe live in poverty and underdevelopment. In this respect, the 2000 Population and Housing Census indicated that 30% of the population aged 15 and over had no formal schooling, 44.7% had completed only one grade of primary school, and only 23.7% had any post-primary education. In terms of employment, 52.3% of the Mixe population works in agriculture, and 35.8% of the total Mixe population is working but receives no income from its labors. Some 71.6% of the Mixe population has water piped into the home, 79.4% has electricity, and only 31.4% has a household sewerage connection.¹¹

It should be noted that, in this situation, gender differences exacerbate the already difficult living conditions of indigenous women, who suffer from greater poverty and illiteracy, have more health problems than men, and are also more vulnerable to domestic violence.

⁷ Comité Técnico de Expertos, Consejo Consultivo de los Pueblos indígenas y Afroamericano y Secretaría de Asuntos Indígenas del Gobierno de Oaxaca; "Hacia el reconocimiento de un Estado Multicultural en el marco del pluralismo jurídico. Propuesta de iniciativa de reforma a la Constitución Política del Estado Libre y Soberano de Oaxaca sobre derechos de los pueblos indígenas y negro afroamericano de Oaxaca"; Oaxaca de Juárez, Mexico, August 9, 2013.

⁸ Comité Técnico de Expertos, Consejo Consultivo de los Pueblos indígenas y Afroamericano y Secretaría de Asuntos Indígenas del Gobierno de Oaxaca; "Hacia el reconocimiento de un Estado Multicultural en el marco del pluralismo jurídico. Propuesta de iniciativa de reforma a la Constitución Política del Estado Libre y Soberano de Oaxaca sobre derechos de los pueblos indígenas y negro afroamericano de Oaxaca"; Oaxaca de Juárez, Mexico, August 9, 2013.

⁹ [Comisión Nacional para el Desarrollo de los Pueblos Indígenas y Programa de Naciones Unidas para el Desarrollo: Informe sobre Desarrollo Humano de los Pueblos Indígenas en México 2006 \(Basic electronic version 2000\); Mexico, 2006: pp 87.](http://www.cdi.gob.mx/idh/informe_desarrollo_humano_pueblos_indigenas_mexico_2006.pdf)

¹⁰ Comité Técnico de Expertos, Consejo Consultivo de los Pueblos indígenas y Afroamericano y Secretaría de Asuntos Indígenas del Gobierno de Oaxaca; "Hacia el reconocimiento de un Estado Multicultural en el marco del pluralismo jurídico. Propuesta de iniciativa de reforma a la Constitución Política del Estado Libre y Soberano de Oaxaca sobre derechos de los Pueblos Indígenas y negro afroamericano de Oaxaca"; Oaxaca de Juárez, Mexico, August 9, 2013.

¹¹ Torres Cisneros, Gustavo; *Mixes. Pueblos indígenas del México Contemporáneo*; Comisión Nacional para el Desarrollo de los Pueblos Indígenas y Programa de Naciones Unidas para el Desarrollo; Mexico, 2004.

Although indigenous peoples value the feminine aspects of their cultures, women are often denied some of their rights in the social, economic, and political sphere, among them the right to meaningfully participate in decisions that affect community life. While this is beginning to change in some communities, the fact is that women in traditional indigenous cultures still have a marginal role in decision-making and cultural and community representation. Indigenous women are often denied rights in their own culture, as well as that of a mestizo society that discriminates against and excludes the indigenous population.

III. Project strategy

(i) Project approach and strategy

The project strategy is fully aligned with the institutional mission of SER Mixe, an organization committed since the 1970s to promoting free determination and constitutional, legal, and institutional recognition of indigenous rights for the purpose of building new types of relationships between indigenous peoples, the State, and society. SER Mixe’s executive team directly coordinated the project, and three of the organization’s five departments were responsible for its implementation, namely Indigenous Rights, Autonomous Indigenous Process, and Gender Equity and Mixe Women.



Public hearing in the community of Jaltepec

The project’s main priority was to contribute to the autonomy, reconstruction, and development of the Mixe, Zapotec, Huave, and Mixtec peoples as a prerequisite for improving their capacity to participate and promote democratic processes. The project’s intervention logic was built on three outcomes that involved a participatory approach, prioritizing consultation, training, and community and regional organizing, as well as the litigation of cases.

Under Outcome 1, the project supported the drafting of the Constitutional Reform proposal on indigenous rights and improvement of the institutional legal framework in the State of Oaxaca. A Consultative Board comprised of civil society stakeholders and the Secretariat for Indigenous Affairs (a government institution) drafted the proposal. Thanks to the project’s forums and consultations, SER Mixe played a key role in this activity, serving as the voice of the indigenous peoples, especially the Mixes, and stating their expectations and proposals. The Constitutional Reform proposal was submitted to the Oaxaca state government, which, under the current legal procedure, must submit it to Congress in September. Another Outcome 1 component addressed was the enforcement of indigenous rights, taking up and resolving agrarian conflicts and/or criminal cases, promoting recognition of international standards (UNDRIP), and contributing to the harmonization of state and indigenous legal systems, especially the Mixe system.

Under Outcome 2, it sought to empower several indigenous organizations in Oaxaca with a view to increasing their representation and participation in decision-making bodies. The

project strengthened the capacity of the Oaxaca Council on Indigenous Rights (CEDIO), providing efficient assistance in the identification and defense of important cases involving violations of collective rights. At the same time, it created opportunities for analyzing and raising awareness about a range of problems that adversely impact or threaten these communities' way of life. Nevertheless, the strategy implemented did not result in the legal establishment of the association of Mixe authorities or the association of Zapotec authorities – in part because of the electoral situation and the endless turnover of officials. Something else that it did not accomplish was the participation of CEDIO representatives in international events and/or seminars.

Outcome 3 prioritized the gender approach, with particular attention to the needs and expectations of indigenous women and to raising awareness and harmonizing indigenous and women's rights. The project strategy also helped empower existing organizations, improving their ability to advocate for their cause: REDDMI at the community level, and AMIO, at the state level. The impact of the project's different components will be analyzed in greater depth in Chapter IV of this report.

It should be noted that this was an overly ambitious project with multiple activities and 26 planned outputs, mobilizing a considerable number of stakeholders with highly diverse profiles and areas of expertise.

As initially submitted, the narrative reports (MNR and FNR) were not very clear about how the different components of the project strategy were linked and implemented. The interviews and meetings held during the evaluation confirm that the project's path was based on the PD combining two specific and complementary approaches that resulted in the definition of the programmed activities and outcomes. On the one hand, the project increased consultation, awareness, assistance, and training at the grassroots level, empowering indigenous community organizations. On the other, it worked with the authorities, engaging in lobbying and providing legal assistance and representation, with the object of increasing democratic participation by indigenous peoples in the defense of their rights and decision-making.

(ii) Logical framework

The table below presents the project intervention logic: its activities, intended outcomes, project objective, and development objective.



- Lobbying and participation in submitting the Reform proposal to the Constitutional Governor and Congress.

Resolution of 5 criminal cases arising from conflicting legal systems

- 8 forums and UNDRIP awareness campaign.
- Publication and distribution of audiovisual materials to the authorities, indigenous communities, and other stakeholders.
- Radio spots on UNDRIP translated into four indigenous languages and broadcast over community radio.
- Documentation of important cases that utilize UNDRIP as legal justification.
- Analysis and lobbying sessions; 15 roundtables and advisory sessions on the harmonization of legal systems.¹²
- 6 training workshops on indigenous legal systems.
- 4 workshops on restoring peace between communities and peace processes in general.
- Lodging of agrarian and criminal complaints and *amparo* petitions with Oaxaca state judicial and administrative bodies.
- Analysis and lobbying sessions; 15 roundtables and advisory sessions on the harmonization of legal systems.
- Approximately 40 assemblies with prominent elders.
- 6 training workshops on indigenous legal systems.

Agrarian conflicts

- 4 workshops on the restoration of peace between communities and peace processes in general.
- Lodging of agrarian and criminal complaints and *amparo* petitions with Oaxaca state judicial and administrative bodies.
- Settlement of three cases through reconciliation agreements.
- Assistance to CEDIO in identifying and documenting important cases and cases of collective rights violations.
- Visits to 2 communities to document cases of indigenous rights violations.
- 8 deliberative sessions of the Oaxaca Council on Indigenous Rights.
- 8 deliberative sessions of CEDIO: 3 devoted to analyzing the violations documented; and 5 to study a number

expectations and perspectives included in the Constitutional Reform proposal of the State of Oaxaca.

- *Reform proposal has the backing of indigenous and Afro-Mexican peoples and hence, legitimacy.*
- *Democratic consultative and participatory processes strengthened: Installation of Consultative Board (made up of CEDIO, municipal and agrarian authorities, the Secretariat for Indigenous Affairs of the State Government, comuneros and citizens) on the Constitutional Reform initiative for indigenous rights in Oaxaca.*
- *Constitutional Reform proposal submitted to the State Government, which must, in turn, submit it to Congress in 2014.*
- *Members of the justice system informed about the harmonization of legal systems.*
- *Case files activated thanks to legal assistance and representation before jurisdictional, judicial, and administrative bodies in the State of Oaxaca.*

At project conclusion, the following had been accomplished:

- *51 cases filed with State judicial authorities*
- *Settlement of 8 cases (agrarian and criminal);*
- *43 cases pending.*

2. Indigenous organizations in Oaxaca consolidated and strengthened for increased democratic participation.

- *Case files on conflicts between legal systems (Santiago Tutla) and on land and territory (Santa*

The project aims to strengthen the autonomy and sovereignty of the Mixe people and other Indigenous people of Oaxaca, to improve the implementation of their rights, to enhance their participation in decision-making processes, and to strengthen the organizational processes of Indigenous people, especially Indigenous women, for democracy based on justice, equality and interculturality.

Contribution to strengthening recognition and democratic participation in Indigenous people in the State of Oaxaca, Mexico.

¹² With federal magistrates, magistrates of the State Superior Court of Justice, federal and state judges, public ministry agents, and authorities from the Office of the Attorney General of the State of Oaxaca.

of issues (mining, genetically modified crops, wind farm projects, environmental policy, regulatory systems and legal framework that affect the rights of indigenous people, and Constitutional Reform);

- Legal advice to CEDIO counselors.
- Legal assistance to Mixe authorities for the preparation, submission, and follow-up of development projects and action to be taken with state and federal bodies in the municipalities and regions.
- 3 meetings to draft the legal constitution of the association of Mixe authorities.

- Study on indigenous women's needs and expectations concerning the role and strengthening of REDDMI.
- Research on the harmonization of indigenous and women's rights.
- Internal distribution of the study in AMIO.
- 2 AMIO seminars (Women's Access to Justice; Citizenship and Racism), with participants from 9 indigenous groups of Oaxaca (90 participants).
- Performance of the Technical Secretariat of REDDMI and AMIO, through its Gender Equity and Mixe Women department, during project execution.
- Assistance and training to increase REDDMI's autonomy.
- Holding of 2 regional REDDMI meetings in Tamazulpan del Espíritu Santo and San Pedro y San Pablo Ayutla (70 women participants from 12 communities).

María Matamoros
completed and pending.

- *Improved positioning of indigenous rights in the media with recommendations and pronouncements prepared jointly.*
- *Greater opportunities for lobbying and raising awareness among staff in the state law enforcement and justice system and municipal authorities of Santiago Tutla.*
- *Analysis and information about problems related to mining, wind farm projects, environmental policy, genetically modified corn, and current laws that adversely affect or threaten the way of life of these communities.*
- *Monitoring and management of community infrastructure projects (highways, health services, and medical care) approved in the communities of Santa Margarita Huitepec, San Juan Jaltepec de Candayoc, and San Cristóbal Chichicaxtepec,*

3. Increased organizational capacity of Indigenous women in Oaxaca to participate in the democratic process.

- *AMIO and REDDMI, strengthened as forums for state-wide meetings and regional representation.*
- *AMIO's thematic agenda on indigenous women's rights defined.*
- *REDDMI objectives, mission, and themes updated;*
- *A Monitoring Commission with the capacity to organize resource management installed.*

IV. Evaluation findings

(i) Relevance

The project intervened at a very timely moment and was highly relevant in terms of the national context, recent changes in the legal framework, and the needs and expectations voiced by citizens and social groups wishing to improve their capacity for organizing to enable them to participate and influence policymaking bodies. Concerning the legal framework, it should be noted that Mexico has just passed secondary laws for implementing the amendments to the Federal Constitution with respect to energy resources and fuel. Many social, indigenous, human rights, environmental, and academic organizations, as well as analysts and bar associations have debated the actual benefits of these amendments to the country's development, claiming that they will likely end up depriving indigenous people and campesinos of their lands and territories, with the consequent destruction of their cultures and way of life – all of this under a new package of laws that creates a new form of disguised legal eviction from lands and territories that have gas and oil production and/or mining potential.¹³



Meeting held as part of the conflict resolution process for affected parties in the community of Magdalena Teitipac

In addition, these secondary laws provide no guarantees or mechanisms to ensure real exercise of the right of indigenous people or communities to information, consultation, and decision-making about matters involving their lands and territories. In fact, the general public was not duly informed about these secondary laws during their debate and passage in the Federal Congress, nor were indigenous peoples and communities consulted, as required under the International Labour Organization's Convention 169 concerning Indigenous and Tribal Peoples in Independent Countries, even though they are one of the groups that will be most affected by these laws.

In addition, action by indigenous groups in defense of their lands and territory and their demands for consultation to give them the option of accepting or rejecting mining, wind farm, and hydroelectric projects have been met with repression by federal and local governments. Instead of creating mechanisms for dialogue and negotiation so that indigenous peoples and communities can equitably participate in decision-making on this and other matters of importance to them, governments have criminalized the aforementioned activities, denying respect for the human rights of these groups and their rights as indigenous peoples.

¹³ For more information, visit <http://www.jornada.unam.mx/2014/08/18/politica/005n2pol>

The evidence gathered by the evaluation team through interviews and statements by the actors they met with, as well as documentary information, confirms the project's relevance through its contribution to improving the institutional legal framework and assistance in drafting the Constitutional Reform proposal on indigenous rights in the State of Oaxaca.

The current situation of indigenous peoples and the imminent threat posed by the anticipated results and impact of Mexico's new energy policy heighten the need to promote, empower, and bring indigenous peoples and communities together to defend and demand the full exercise of their human rights, as well as their rights as indigenous peoples.

The project has helped us women organize "our own spaces" so that we can decide what we're going to do, how we're going to organize, how we're going to move this rights process forward, how we're going to tackle the issues that matter to us.

Teresa Emeterio M., Member of REDDMI and the NGO Consortium.

Therefore, even in the precarious context of scarce material resources and limited definitions for institutional strengthening in the short, medium, and long term, SER Mixe's proposal through the UNDEF project has proven to be relevant, sound, and strategic; it therefore merits strengthening and consolidation. The project strategy promotes drafting of the Constitutional Reform proposal in the State of Oaxaca. Moreover, its training and community and regional organizing

initiatives, along with the strategies for litigation and political dialogue implemented thus far, are viewed very positively by the beneficiary groups and have yielded good results, even though they must be strengthened going forward.

At the same time, the current scenario paradoxically offers new rights enforcement and justiciability tools owing to the amendment of Article 1 of Mexico's Federal Constitution, which on the one hand, redefines the Mexican legal system by making not only the Constitution, but the international human rights treaties ratified by Mexico and the rulings and jurisprudence of the Inter-American Court of Human Rights the standard for constitutionality. Under that amendment, not only judges, but ALL authorities of any order and at any level, must verify that their actions and resolutions adhere to the Federal Constitution and international human rights treaties ratified by Mexico (conventionality control). In cases of conflicting law, the *pro persona* principle must be respected, meaning that the law or decision that best guarantees respect for rights must apply, or in its absence, the one that least restricts the rights of individuals or groups.

Therefore, given the recent changes in the legal context, the project was highly relevant, offering organizations like SER Mixe an opportunity to enrich their discourse, receive feedback on their practices, and consolidate their strategies for social organizing, the defense of rights, and political dialogue with all levels and orders of public authority.

In this regard, the project's methodological approach, focused on strengthening and consolidating community and regional capacities, litigation, and improving the ability to dialogue with the public authorities are interconnected and consistent with the promotion, defense, and assertion of the rights of the beneficiary groups. Likewise, the project's assistance in empowering indigenous women's organizations, particularly AMIO, REDDIM, and CEDIO, through a gender approach consolidated the process launched by SER Mixe and had a significant impact both on the lives of the beneficiaries and the development and improvement of institutional and democratic life in the State of Oaxaca.

(ii) Effectiveness

The project achieved results that both direct and indirect stakeholders considered very positive. However, some of the programmed activities (in Outcome 2) did not take place. This



Citizenship and Racism Seminar, AMIO, 2014

was an overly ambitious project (26 outputs planned) that failed to detail from the outset how the strategy would be implemented and the linkage between its many components. The narrative reports, moreover, were more descriptive than analytical, making it hard to accurately determine the project's actual successes and achievements.

The interviews with the project beneficiaries and stakeholders, as well as the meetings with the technical teams of the departments responsible for implementing the project gave

the evaluators a much better understanding of the project's dynamic and effectiveness. One advantage was that the intervention was fully part of the SER Mixe strategy; thus, the project was built on processes already under way, capitalizing on their strong points, which furthered achievement of the planned outcomes. The technical personnel involved in the different activities all shared the same vision, objectives, and analysis criteria. The majority of them had been working as a team for years, which enabled them to develop good relations with beneficiaries and State entities and gain their trust.

The drafting of the Constitutional Reform proposal for Oaxaca on the rights of indigenous peoples mobilized a significant and very representative number of stakeholders, opening opportunities for communication and dialogue among them. This process was not exclusive to SER Mixe or the project, but brought actors from civil society, academia, and Oaxaca state government entities together; however, SER Mixe played a critical role in this process, which largely unfolded within the framework of the project. The comparative diagnostic study on Federal and State legislation laid the foundations for holding forums for consultation and the promotion of Constitutional Reform, and for drafting an internal document for SER Mixe. It was with this basic document that SER Mixe joined the Constitutional Reform process and reached a consensus with CEDIO, which issued a public statement. Thus, the Constitutional Reform proposal had the backing of indigenous and Afro-Mexican groups, and hence, legitimacy – an unprecedented achievement in the State of Oaxaca.

The State Secretariat for Indigenous Affairs (SAI) coordinated submission of the Constitutional Reform proposal, for which a Consultative Board was created as a body for citizen participation. The Board was made up of representatives of stakeholders from the State of Oaxaca, including SER Mixe, CEDIO, AMIO, REDDMI, municipal and agrarian authorities, *comuneros*, and ordinary citizens.

This was a great accomplishment, since it was the Consultative Board that submitted the Constitutional Reform proposal to the State Government, which in turn, has submitted it to Congress for consideration. The Constitutional Reform proposal is currently being considered by two congressional committees (Indigenous Affairs and Constitutional Affairs). Its passage is expected during the September 2014 session.

In parallel with this process, the project supported a series of initiatives to guarantee respect for indigenous rights and their enforcement, promoting harmonization between Oaxaca's national justice system and indigenous legal systems. Here, tangible results were achieved by training justice system personnel, informing them about the need to harmonize the indigenous and national legal systems (through forums, a UDRIP awareness campaign, roundtables, lobbying, assemblies with prominent elders, workshops, etc.) and by strengthening the capacity to handle petitions and cases involving indigenous rights violations.

Our community is highly marginalized and remote. Waiting for a case to be adjudicated is very onerous. Everything is expensive; we have to pay for travel to pursue the cases. Our children and families live in fear and insecurity. The support provided has been very important to us.

**Vidal Ramírez, Secretariat,
Community Property
Commissariat, Community of Santa
María Matamorros.**

A total of 51 dossiers were processed within the framework of the project. Five criminal cases and three agrarian conflicts were resolved. Forty-three were still pending at the time of the evaluation. SER Mixe is assuming responsibility for following through on these cases. The community members interviewed stated how important it was for them to have had good legal advice at no cost. The final adjudication of cases is often a lengthy process. There have already been eight or nine trials in the community of Santa María Matamorros, and five *amparo* petitions have been filed. Community authorities have already commented on the uncertainty and insecurity created by this situation, noting that the project's support and legal assistance had been very important to them.

Another project component fostered the institutional strengthening of indigenous organizations in Oaxaca, boosting their capacity for democratic participation. Of note is the significant and diversified support provided to CEDIO, which included legal advice to CEDIO counselors and assistance in the identification and documentation of important cases involving indigenous rights violations. The assistance offered was of a practical sort and included three deliberative sessions to analyze documented violations. At the same time, five deliberative sessions were held to study matters of community concern, such as mining, genetically modified crops, wind farm projects, environmental policy, legal systems, and the legal framework. CEDIO officials commented that the training sessions had been very useful in educating the staff, who then conveyed the information they obtained in the meetings to their communities. These officials underscored that while this assistance had been very useful, they need it to continue. They also expressed a desire to share the information with other communities in the same situation; they were especially interested in informing communities that lack legal assistance about UNDRIP and Convention 169.

In this component, the project did not manage to provide support for the legal establishment of the association of Zapotec authorities or the association of Mixe authorities. In the first case, electoral processes in the region halted progress toward this outcome, as did the community authorities' lack of interest and availability. In the case of the Mixe communities, the eight sessions programmed with the authorities were never held. However, four meetings were held to lay the groundwork for the legal establishment of the association of authorities. In addition, assistance was offered for the preparation, submission, implementation, and monitoring of development projects and action to be taken with state and federal bodies in the municipalities and the region. The project also provided assistance and support for community infrastructure projects (highways, health services, and medical care in the communities of Santa Margarita Huitepec, San Juan Jaltepec de Candayoc, and San Cristóbal Chichicaxtepec).

SER Mixe acknowledges that in planning the project, it may not have sufficiently analyzed the components and risks of the context. This is a pending initiative that remains a challenge for future interventions. Another activity that did not materialize out was participation in

international events.¹⁴ Although SER Mixe considers it extremely important to get to know and share experiences with other stakeholders committed to promoting indigenous rights, it received no invitation to participate in international events and thus made no effort to attend any – probably due to the turnover in its Board of Directors and the team’s excessive workload during the project execution period.

Finally, the project had good results in the indigenous women’s empowerment component. All the beneficiaries interviewed were very happy to have had the opportunity to participate in the meetings held by the project, whose achievements can be seen in the strengthening of their organizations. The project provided support for the meetings of REDDMI, created in 2005, which works with Mixe communities; and for the Indigenous Women’s Assembly (AMIO), which has been operating at the state level (in the State of Oaxaca) since 2010 as an indigenous women’s organization. The project provided substantial assistance to REDDMI to support its current efforts toward autonomy, manifested basically in the redefinition of its objectives, mission, and priorities. In the case of AMIO, the project supported two seminars, one on access to justice, and the other on citizenship and racism, which, according to the statements obtained, opened the door to analysis from the women’s own perspective. AMIO also conducted an investigation and prepared a report on the harmonization of indigenous and women’s rights. According to the information obtained, it has made progress toward developing an indigenous women’s rights agenda, which is being evaluated internally.

Based on the information and opinions gathered, the evaluation team believes that the project has been very effective, even though some aspects need strengthening. The NGO has been reviewing and reformulating its institutional strategy since the installation of its new Board of Directors. This is probably a good time to study the lessons learned, capitalize on those lessons and any successes, and at the same time identify factors that should be strengthened to boost the organization’s effectiveness.

(iii) Efficiency

SER Mixe has committed, professionally competent human resources, which ensured good technical and administrative project management. The organization’s Board of Directors was responsible for the coordination and overall monitoring of the project.¹⁵ The heads of the Indigenous Rights, Indigenous Autonomy, and Gender Equity and Mixe Women departments were responsible for executing the activities. Each of these officers was aided by a technical assistant. The Chief of Administration and Finance was in charge of budget execution and supervision, as well as preparation of the financial reports submitted to UNDEF. SER Mixe works with an external auditor, who annually certifies its financial statements. The Board of



Assembly of Mixe authorities at a meeting in Jualtepec

¹⁴ They would like to have participated in the OAS meetings to follow the debates on indigenous rights, the UN Permanent Forum on Indigenous Issues, and the CONAMI sessions.
¹⁵ Due to the regular rotation of the SER Mixe Board of Directors, made up of the President, Executive Coordinator, and Chief of Administration and Finance; the three individuals named at the start of the project were replaced by a new team in January 2014.

Directors held monthly meetings with the department heads and their respective assistants to monitor activities, analyze and solve problems, and plan each stage of the project.

While the project respected the established timetable (meaning that a contract extension was not needed), several of the programmed activities got a late start. This was due in part to poor weather conditions (especially in 2013), which made access to the communities problematic and forced the project to postpone some of the training workshops, community assemblies, and meetings. Furthermore, the installation of SER Mixe’s new Board of Directors and the hiring of new operational staff also affected the timetable of certain initiatives; notwithstanding, these were subsequently implemented and did not significantly affect overall project execution and outcomes. Other activities, however, could not be carried out, most importantly, legal establishment of the association of Mixe authorities and the association of Zapotec authorities. While this had its roots in the electoral process and was beyond the control of SER Mixe, these were specific outcomes directly related to the project’s objective. To anticipate this situation, the NGO would probably have had to fine-tune its risk analysis of certain foreseeable events during the project formulation phase. As for the inability of SER Mixe to participate in international events to which it expected an invitation, a more proactive stance that included establishing institutional contacts with other key international and/or Latin American actors would probably have facilitated its participation.

Some problems were observed with the Narrative Reports, especially their consistency with the initial Project Document (PD). The Final Report was reworked with the project coordination team during the evaluation, uncovering some problems in the project development phase, as evidenced in the PD. In fact, the document presented the activities to be carried out without clearly indicating how they would be linked to achieve the outcomes and meet the project objective. This failing was also seen in the Narrative Reports, where the relationship between the activities implemented and the outcomes and impact achieved was not clear – which is unfortunate, since in terms of impact, the project managed to do much more than the reports indicated. The project team explained the causes of the problems it had encountered. First, it did not have a clear understanding of how to complete and submit UNDEF’s model reporting form. This problem also occurred in the preparation of the Financial Report. While the team acknowledged that UNDEF had made itself available to answer questions, the language barrier prevented it from clarifying and better phrasing its questions, since none of SER Mixe’s staff has a sufficient command of English. The

The project has helped us create “our own spaces” where we women can decide what we’re going to do, how we’re going to get organized, how we’re going to promote the rights process, how we’re going to promote the issues we care about.
Teresa Emeterio M., Member of REDDMI and the NGO Consortium.

organization acknowledges that, to a certain extent, this project served as an apprenticeship in management and reporting procedures. At the same time, it appreciates the inclusion of a Spanish-speaking individual in the UNDEF team.

The budget approved by UNDEF for direct project costs was US\$225,000, US\$22,500 of which was reserved for monitoring and evaluation. Of the remaining US\$202,500

allocated for planned activities, US\$172,240.29 was executed, yielding a budget execution rate of 85.05%. This difference is due to variations in the exchange rate (at the start of the project, the dollar was at 12 Mexican pesos; it gradually changed, reaching 13.305 Mexican pesos by the time the final financial report was submitted). By regulation, SER Mixe does not spend gains made through exchange rate fluctuations. Thus, it returned US\$30,259.71 to UNDEF. This figure corresponds to the exchange rate difference and surplus in the budget lines for *travel expenses* (US\$11,827.91) and *legal establishment* (US\$9,427.22) of the two indigenous associations (Mixe and Zapotec), which was not accomplished. The budget line

in the initial budget allocated for this latter activity was – with UNDEF approval – reallocated for eight training workshops, only seven of which were held.

The most important lines of the executed budget were *Meetings, forums, and training* (US\$79,023,78) and *Salaries* (US\$43,292.00). The impact achieved through the forums, workshops, assemblies, and training seminars reveals a high degree of efficiency, due especially to capacity building in the organizations of the various stakeholders.

The cost/benefit analysis of the *Salaries* budget line (which represented 21.37% of the executed budget) shows that not enough resources were allocated to this, given the importance of the functions exercised by the department heads, since all of them possess a high level of professional expertise and skills in their area of intervention. Furthermore, exercise of their functions in most cases implied continuous



Regional meeting of REDDMI, May 2014

physical risk due to their constant travel, much of it in areas with little infrastructure, and to the conflicts in some of the communities they served. It should also be noted that the positions held by the personnel that was hired were not covered by social benefits. The salary of the Chief of Administration and Finance was covered by income from other projects, since UNDEF did not include this salary in the budget.

While all the performance of all personnel was both professional and responsible, this component should be reviewed and enhanced during the review of the institutional strategy and planning of future projects.

The forums and workshops helped identify needs and criteria for promoting Constitutional Reform in Oaxaca. “Certain candidates” are preventing people from exercising rights that are already recognized.
Antonio Sánchez Contreras, Indigenous Rights Department, SER Mixe.

The organization is having a very hard time financially, since it is operating with extremely limited resources. Notwithstanding, each month staff contribute part of their salaries to a “common fund” that allows them to cover unexpected expenditures or important initiatives not funded by projects. SER Mixe purchased a vehicle with this

common fund (in February 2014), so that staff could visit communities. Up to then, they had used the Executive Director’s car, which he had placed at the project’s disposal. The enormous distances between participating communities would have made field activities unthinkable without this resource.

Considering the institutional conditions under which the project was implemented, the evaluation team has concluded that optimal use of the available resources made it possible to execute the programmed activities and achieve a good level of efficiency. The SER Mixe team is aware that lack of a budget affected some key areas that it would have liked to

address – in particular, monitoring and computer processing of the data on progress and lessons learned within the framework of the project.

(iv) Impact

The project’s impact on SER Mixe and beneficiaries and government stakeholders in the State of Oaxaca varied.

One of its most significant impacts was in capacity building for beneficiaries. The community assemblies, workshops, and forums held in different locations in the State of Oaxaca facilitated discussions among the participants on issues of local interest, especially those that are impacting the life of indigenous communities. These activities have made these communities better informed about their rights, while raising their awareness about their responsibility to organize and become more proactive, participating as active citizens with rights. The interviews conducted yielded information on specific cases where REDDMI women took action on behalf of women in another community in the region. CEDIO also had an opportunity to identify and collectively analyze the needs of communities in its region to develop specific contents for the Constitutional Reform proposal in Oaxaca.

This new awareness also resulted in stronger organizations, many which, while already functioning, had needed to improve their work modalities, strengthen their position and presence in the communities, and open permanent channels of communication with SER Mixe to secure greater access to information, legal assistance, and institutional contacts. Here, the project had a significant impact, empowering the Mixe Women’s Network by promoting training, meetings, and dialogue among women from 12 communities. Although REDDMI’s activities had commenced in 2005, regional assemblies and meetings helped strengthen the organization as a community resource, fostering its independence and autonomy. In their interviews, REDDMI women related how they had provided mutual support to solve their problems, especially when it came to gender violence; how they had improved communication among REDDMI communities; and how they had counseled one another and organized to solve specific problems. Several members of REDDMI reported that they held positions of responsibility in their communities, searching for ways to have matters they considered of interest addressed in the assemblies and Municipal Plan.

I hope be an attorney some day. I finished high school in 2013, and now I want to enroll in the degree program.
Zoila José Juan, PRD Deputy, State of Oaxaca Congress, Former member of REDDMI.

This organization has served as a training resource, because we have gone deeply into the issues. The Agenda is our “basic guideline,” which will orient us in our desire to engage in political advocacy in the State of Oaxaca.
Alma Hernandez, Member of the Assembly of Indigenous Women in Oaxaca (AMIO).

This same organizational strengthening process has also unfolded in the Assembly of Indigenous Women in Oaxaca (AMIO). While AMIO was created in 2010, its members recognize that the two seminars it offered with UNDEF support gave it an opportunity to create a space where Oaxaca communities could discuss their problems and analyze them in depth. This enabled them to draft an agenda, improve their advocacy, and increase their participation in decision-making.

The two CEDIO officials interviewed likewise confirmed the project’s contribution to strengthening their organization, through legal assistance primarily but also through the information, diagnostic studies, and investigations undertaken within its framework, all of which has helped the organization improve its forums for intervention and advocacy.

Finally, it should be noted that these participatory forums have facilitated drafting of the Constitutional Reform proposal in Oaxaca. According to the head of the Secretariat for Indigenous Affairs (SAI), SER Mixe played a key strategic role, thanks in great part to the project's support. It was mentioned in this public agency that the experience in Oaxaca could be replicated for an eventual Federal reform proposal. Furthermore, the experience in lobbying and negotiating with the Executive branch to some extent increased people's trust in public institutions. The presence of former members of SER Mixe in positions of responsibility in the government was a positive factor. The head of the Reform project in SAI had been the Executive Coordinator of SER Mixe. The head of Gender and Equity had been a member of REDDMI. Likewise, one of the deputies elected to Congress in 2012 had been REDDMI's director. These allies facilitated the advance of the project and SER Mixe's activities, not just as a gateway to contacts but also and above all because of their training and commitment to promoting democratic participation. The materials produced by SER Mixe under the project were used to raise awareness among the authorities, including those in the local offices of the Public Ministry.

(iv) Sustainability

At the organizational level, SER Mixe A.C. is widely recognized as one of the first



organizations in Mexico to have promoted national discussion and subsequent legal recognition of the rights of indigenous peoples. Added to this is its professional reputation and deep roots in society, primarily in the State of Oaxaca, due to its good performance and ability to deal with conflicts that affect Mixe territory.

Training workshops in the communities

At the technical and institutional level, the project has yielded results with the potential for continuity, fostering consultations and

shining a spotlight on the vulnerability of indigenous rights in particular through the identification, documentation, and resolution of important cases of collective rights violations – all this, through community work and from the perspective of indigenous culture, as well as interaction with the public authorities through legal proceedings and political dialogue.

The priority that SER Mixe has accorded to empowering organizations (CEDIO, AMIO, and REDDMI) and its participation in the SAI Consultative Board are components of sustainability that, while in need of strengthening, have created opportunities for dialogue and advocacy with the government. Particularly noteworthy are the opportunities for collaboration it has created with entities of the State Executive Branch, the Secretariat for Agrarian Affairs (indigenous affairs and gender equity area), and the Agrarian Reconciliation Board.

In its commitment to empowering indigenous communities, SER Mixe intends to continue offering training seminars to create a multiplier effect in the intervention areas. In fact, many of the project's beneficiaries hold leadership positions in their respective communities,

actively participate in conflict management and resolution, and have integrated what they have learned into their practices.

All these factors are good indicators of SER Mixe’s institutional sustainability that at the same time bolster its technical sustainability. These components must be consolidated, however, and that will depend on the real capacity of the organization to keep these initiatives going.

Once the Constitutional Reform proposal is passed, it will be necessary to further efforts to inform the public about the law and how to assert their rights.
Marcelino Nicolás Sánchez, Executive Coordinator, SER Mixe

One aspect that has not been sufficiently addressed is worth mentioning. It is related to SER Mixe’s real capacity to strategically analyze and capitalize on the lessons learned (both positive and negative) and the full potential of the activities that have gradually been implemented. From a sustainability standpoint, there is a need to devote time to

developing the strategic vision necessary to identify and explore the factors that must be improved and/or eventually modified to optimize its initiatives and sustainably capitalize on its cumulative experience.

As to financial sustainability, the project’s dependence on international cooperation resources is worrisome, since the continuity of many of its activities will largely depend on securing new sources of funding.

There is clear concern about having the necessary resources to guarantee continuity, especially for petitioning the courts (the travel required to monitor proceedings and participate in hearings), visits to communities, training workshops, and support for larger organizations (such as REDDMI, AMIO, and CEDIO) that heavily depend on logistical and material support from SER Mixe.

The evaluation team considers financial sustainability one of the greatest concerns, since lack of medium- and long-term funding may be the main threat to the continuity of SER Mixe initiatives, and not just those connected with this project. Finding alternative sources of funding is one of the principal challenges pending institutional analysis. The Director of SER Mixe is exploring the possibility of launching a microproject that would ensure a regular flow of funds and guarantee at least a basic institutional budget.



Hearing with the Governor, case of Santiago Tutla.

(v) UNDEF value added

The UNDEF projects provided essential value added at a time when SER Mixe had very few resources to continue initiatives and activities on behalf of indigenous peoples. On the political scene, the project made it possible to hold participatory events for consultation and legitimation, making it possible to include the indigenous perspective and expectations in the Constitutional Reform proposal for Oaxaca. Concerning the defense and enforcement of

rights, the project provided legal assistance and representation before jurisdictional, judicial, and administrative bodies in the State of Oaxaca. By directly assisting indigenous communities, it increased opportunities and empowered organizations, including CEDIO, AMIO, and REDDMI. Although these achievements must be sustained over the long term, the project has laid a firm foundation, offering beneficiaries genuine opportunities for participation and the joint construction of democratic processes.

V. Conclusions

The evaluation team reached its conclusions and identified the lessons learned through interviews and group meetings with beneficiaries, representatives of State entities, and other stakeholders involved in the project.

- ***The project contributed to the constitutional, legal, and institutional recognition of the rights of indigenous peoples in the State of Oaxaca.*** This was observed in its participation in the drafting, proposal, and negotiation of a Constitutional Reform proposal on indigenous rights in Oaxaca. This process turned into an opportunity to put the longstanding issues, proposals, and needs voiced by indigenous peoples on the agenda and helped empower them on the political and institutional scene. Passage of this law would help create the political and institutional conditions for the legal and national systems to begin a dialogue and ultimately be harmonized.

Indigenous communities appreciated the legal assistance and advice received, which, through the processing and resolution of cases, enabled them to better defend themselves against violations of their rights.

This conclusion follows from findings on relevance, impact, and effectiveness.

- ***The project benefited from SER Mixe's excellent experience and professional expertise in the field of indigenous rights.*** SER Mixe has a technically competent team committed to its institutional objectives and open to learning and upgrading its professional profile to meet the challenges before it. The NGO has an acknowledged and well-respected track record as one of the organizations that has actively contributed to the development of ideas and knowledge about the rights of Mexico's indigenous peoples. This stems, *inter alia*, from its indigenous and community roots, as well as its ties with the beneficiaries, who grant it legitimacy and trust due to its efficient and effective performance.

While all this confirms its solid institutional foundations, SER Mixe must consider redefining its institutional strategy, adapting its strategic planning to the demands of the context and improving its performance.

This conclusion follows from findings on efficiency and sustainability.

- ***The project helped empower organizations by strengthening their capacity to advocate for their cause.*** The evaluators positively viewed the impetus that the project gave to community and regional organizations (CEDIO, AMIO, and REDDMI) as entities for raising awareness and encouraging indigenous participation. The strategic option of promoting greater political and financial autonomy among these organizations helped create social and political actors that, as peers of SER Mixe, could share the stage in the recognition and defense of indigenous rights in Oaxaca. This is confirmed by the fact that these organizations have specific demands and agendas that while different, are complementary in terms of their level and content. Recognizing the need to consolidate these processes, they wish to continue receiving legal assistance and training to improve their advocacy and forge closer ties other government and civil society stakeholders.

This conclusion follows from findings on impact and effectiveness

- ***The project established important links with government figures.*** In order to guarantee its programmed outcomes, the project capitalized on the fact that

certain positions in Oaxaca's Executive branch were held by individuals who had once belonged to SER Mixe or one of the organizations that it assisted (REDDMI, for example). This facilitated its participation and influence in activities such as Oaxaca's Constitutional Reform on indigenous rights through participation in the SAI Consultative Board. The evaluators also observed that these alliances with individuals in both the SAI and the Oaxaca Congress have the potential to facilitate collaboration and/or extend to other strategic public figures, build relationships, and create institutional agendas capable of lasting beyond the current administration.

This conclusion follows from findings on relevance, effectiveness, and impact.

- ***Need to identify alternative sources of funding.*** The evaluation team observed that SER Mixe is currently in a difficult position, with financial problems that are making it hard to sustain its institutional program. This is compounded by the effects that this is having on its team because of their precarious and uncertain employment situation. The evaluation team also noted that while SER Mixe has a clearly defined mission and institutional objectives, it is still lacking a strategic plan that would enable it to clearly define its interventions and the budget needed to implement them in the short, medium, and long term. Up to now the NGO has been funded entirely with donor resources. This poses a risk to its sustainability, given the changing international cooperation priorities and the current adverse environment of budgetary constraints facing all donors. This conclusion follows from findings on efficiency and sustainability.

VI. Recommendations

The project's success in meeting the initial objectives was generally satisfactory. The evaluation team is therefore confining itself to offering some guidelines that could help consolidate the organizational processes launched and maximize the influence of the actors and organizations mobilized.

- **Further the legal and institutional recognition of indigenous rights in Oaxaca.** While passage of the Constitutional Reform proposal for the State of Oaxaca would be very important in furthering the recognition of indigenous peoples, it would be good for SER Mixe to consider broadening and enriching its strategy to harmonize the indigenous and national legal systems through the recognition, implementation, and development of the Federal Constitution's new human rights criteria. Moreover, recognizing SER Mixe as one of the pioneers in the development of theory in interculturalism, the evaluators propose that it consider drafting specific legal and institutional recognition proposals with a short-, medium-, and long-term agenda, employing an intercultural approach. (See Conclusion i).

- **Systematize the experience to capitalize on lessons learned.** Given the changes coming in the wake of the recent amendments to the legal framework, SER Mixe should make institutional redefinition a priority; this would enable it analyze and systematize the data from its recent activities. The idea is to capitalize on the impact it has achieved by strengthening capacities and empowering organizations. Through the identification of lessons learned, the NGO should lay the foundations for determining the challenges going forward and the steps needed to meet them.

At the same time, SER Mixe should upgrade and optimize the professional profile of its team by providing training to improve skills and strengthen its capacity to engage in dialogue and political advocacy, civic organizing, and strategic analysis and litigation. (See Conclusions ii and iv).

- **Redefine the institutional strategy using a rights-based approach.** Passage of the Constitutional Reform proposal will make it necessary to raise awareness and inform citizens and beneficiary groups about how to assert their rights. Direct work with the strategic institutional actors charged with guaranteeing their rights must also be intensified. Agendas must be negotiated and obligations fulfilled to further the exercise of indigenous rights through clearly defined political advocacy with the three branches of government: Executive, Legislative, and Judicial. (See Conclusions i and iv).

- **Program stable channels for dialogue and negotiation with public officials.** Based on priority objectives and issues of SER Mixe, the communities, and indigenous organizations, the evaluation team recommends stakeholder mapping and an interinstitutional policy with a multistakeholder approach to capitalize on current partnerships with the public sector (SAI and Congress). This should lead to broader agendas for handling specific cases (ad hoc, short-term agendas) and structural agendas (medium- and long-term) to guarantee the recognition and exercise of indigenous peoples' rights in Oaxaca – all this, working with the three branches of government (Executive, Legislative, and Judicial). (See Conclusion iv).

▪ **Provide continuity for the strengthening and consolidation of indigenous organizations.** CEDIO, AMIO, and REDDMI, as well as the SAI Consultative Board, are entities for civic engagement that must still be strengthened as valid political and social stakeholders and actors with an identity, capacities, proposals, and clear public advocacy agenda at the community, municipal, regional, and/or state level. At the same time, it is important to promote opportunities for dialogue and connection among these actors to construct a broad and diverse group identity. Creating future forums for dialogue (assemblies, workshops, meetings, forums, etc.) should encourage the development and/or transfer of knowledge, skills, and social and political resources to facilitate the exercise of citizenship – all this, by updating and improving current methodologies and contents. (See Conclusions i, iii, and iv).

▪ **Seek alternatives to ensure the financial sustainability of SER Mixe.** Viable alternatives must be sought to stabilize the organization's financial situation, reducing its dependence on funding agencies. At the same time, the NGO should review its employment policy, creating a hiring system suited to the profile required to perform the necessary duties – one that offers greater stability in the medium and long term. This system should include the right to social security and, insofar as possible, professional development opportunities for organization staff. (See Conclusions ii and v).



REDDMI Meeting, 2013

- *After the evaluation process had concluded, confirmation was received that in early September, Judge María Lombardo ruled in favor of the indigenous rights of the community of Santiago de Tutla. This was a very positive development in the constitutional, legal, and institutional process for recognition of the rights of indigenous peoples in the State of Oaxaca, which Ser Mixe has been working toward for years and which has benefited from the support of the UNDEF project.*

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 documents:

- (i) PO Note - UNDEF;
- (ii) Initial project document,
- (iii) Mid-term and Final narrative reports submitted by SERvicios del Pueblo Mixe A.C. (SER Mixe A.C.);
- (iv) Milestone Verification Report, April 2013.
- (v) Website: www.sermixe.org; <http://www.redindigena.net> and <http://justiciaparasanejosedelprogreso.org/>
- (vi) Validity of the normative systems and the rights of the indigenous peoples of land, territory and natural resources as a necessary condition to strengthen democracy, February 2013.
- (vii) Meeting of the Oaxaca Council on Indigenous Rights (CEDIO), April 2013.

Materials produced during project execution:

- Informe del Seminario Acceso de las mujeres indígenas a la justicia;
- Informe de la Asamblea de la Red de Mujeres Mixes, San Pedro y San Pablo Ayutla, November 26-27, 2013;
- Informe de la Asamblea de la Red de Mujeres Mixes, San Pedro y San Pablo Ayutla, May 29-30, 2014;
- Informe del Seminario de la AMIO, May 23-24, 2014;
- Agenda de la Asamblea de Mujeres indígenas de Oaxaca;
- Diagnóstico sobre la participación política de las mujeres indígenas de Oaxaca, December 2013;
- Investigación y diagnóstico sobre la armonización de los derechos indígenas y los derechos de la mujer, Oaxaca de Juárez, May 2014;
- Seguimiento a procesos organizativos: SER A.C. serves as the Technical Secretariat for Red de Mujeres Mixes and Asamblea de Mujeres Indígenas de Oaxaca;
- Informe de la Tercera Asamblea de la Red de Mujeres Mixes, November 2012;
- Informe de la reunión de las organizaciones con la Comisión de Seguimiento, November 2012;
- Balance General del Encuentro de la AMIO, November 2013;
- Informe de la reunión CO-AMIO, June 2013;

Other documents:

- Hugo Aguilar Ortiz, *Perspectiva de dignidad y bienestar de los Pueblos Indígenas*, SERvicios del Pueblo Mixe A.C., Mexico, June 2003.
- Adelfo Regino Montes, *La Comunidad. Raíz, pensamiento, acción y horizonte de los pueblos indígenas*, SERvicios del Pueblo Mixe A.C., Mexico, 2011.
- Comité Técnico de Expertos, Consejo Consultivo de los Pueblos Indígenas y Afromexicano de Oaxaca, Secretaría de Asuntos Indígenas del Gobierno del Estado de Oaxaca, *Hacia el reconocimiento de un Estado multicultural en el marco del pluralismo jurídico*, Mexico, August 2013;
- Secretaria de Asuntos Indígenas del Gobierno del Estado de Oaxaca, Poder Legislativo LXI Legislatura, Comisión Nacional para el Desarrollo de los Pueblos Indígenas, *Criterios Básicos para la Reforma Constitucional y Legal sobre los derechos de los pueblos indígenas y afromexicano de Oaxaca*, Oaxaca, Mexico;
- Carlos Moreno Derbez; *Consideraciones en torno a la defensa territorial y el conflicto agrario. Formas de Lucha en el Estado de Oaxaca*; presented in the First International Congress “Los pueblos indígenas de América Latina, siglos XIX-XXI; Panel 105: La resistencia callada. Organización comunitaria.”

Annex 3: Persons Interviewed

August 9, 2014	
Arrival, International consultant	
August 10, 2014	
<i>Evaluation Team meeting</i>	
Adriana Velázquez	National Consultant
Luisa María Aguilar	International Consultant
August 11, 2014	
<i>Meeting with the Executive Board of SER Mixe A.C</i>	
Javier Domínguez Fagustino	President, SER Mixe A.C.
Marcelino Nicolás Sánchez	Executive Coordinator, SER Mixe A.C., Project management and Indigenous Affairs Department
Gudelia Aguilar Ortiz	Financial and Administrative Department
Sofía Robles	Gender Equity and Mixe Women Department
Octavio Estrello Bernald	Member, operations team, SER Mixe A.C.; Sustainable Development Department
Bertín Peralta Francisco	Aide and person in charge of professional practice in sustainable development
German Ortiz Hernández	Administrative aide
Sara Francisco Apolinar	Head of Social Development Department
Antonio Sánchez Contreras	Indigenous Rights Department
Miguel Gómez Nicolás	Indigenous Rights Department
Adriana Velázquez	National Consultant
Luisa María Aguilar	International Consultant
<i>Interviews</i>	
Teresa Emeterio Martínez	Member, Mixe Women's Network and NGO Consortium.
Alma Hernández Fabián	Member, Assembly of Indigenous Women in Oaxaca (AMIO), Instituto de Liderazgo Simone de Beauvoir A.C.
Flora Gutiérrez	Member, Assembly of Indigenous Women in Oaxaca (AMIO)
Hugo Aguilar Ortiz	Public Office on Indigenous Issues (SAI)
August 12, 2014	
Zoila José Juan	PRD Deputy, State of Oaxaca Congress
Antonio Sánchez Contreras	Indigenous Rights Department
Eugenio Zaragoza	President, Community Property Commissariat, Community of Santa Maria Matamorros,
Vidal Ramírez Crisantoí	Secretariat, Community Property Commissariat, Community of Santa Maria Matamorros,
Crispina Allende Nazario	Member, Mixe Women's Network, Zompantle Cacalotepec
Engracia Pérez Castro	Member, Mixe Women's Network, Santa María Ocotepex
Sofía Robles	Gender Equity and Mixe Women Department
Mayra Morales Aldaz	Gender Equity and Mixe Women Department
Agricelda Martínez Díaz	Gender Equity and Mixe Women Department, Red de Mujeres Mixes
August 13, 2014	
Zenaida Pérez Gutiérrez	Secretariat for Indigenous Affairs, Gender Equity
Elva Alicia Sánchez Domínguez	Delegate, Office of the Deputy Attorney General

	for Regional Control, Criminal and <i>Amparo</i> Proceedings, Coordination of Regional Supervision and Control, State Delegation in Oaxaca
Gudelia Aguilar Ortiz	Financial and Administrative Department
Javier Domínguez Fagustino	President, SER Mixe A.C.
Marcelino Nicolás Sánchez	Executive Coordinator, SER Mixe A.C, Project Management and Indigenous Rights Department
Antonio Sánchez Contreras	Indigenous Rights Department
August 14, 2014	
Jorge Martínez Rizo	State Secretary General, Agrarian Conflicts
María Edith Baños Alarcón	State Secretary General, Agrarian Conciliator, Agrarian Reconciliation Board
Carlos Moreno Derbez	State Secretary General, President, Agrarian Reconciliation Board,
Hildeberto Díaz Gutiérrez	Member, CEDIO, Former President, Communal Property, Community of San Juan Jaltepec
Fausto Andrés Antonio	Member, CEDIO, Municipal Secretary, Community of Santiago Tutla y San Juan Tepanzacoalcos
Melitol Ilario Matías	Municipal Agent, Community of Santiago Tutla y San Juan Tepanzacoalcos
Javier Martínez Martínez	<i>Primer Tupil</i> , Community of Santiago Tutla y San Juan Tepanzacoalcos
Marcelino Nicolás Sánchez	Executive Coordinator, SER Mixe A.C and Project management
Antonio Sánchez Contreras	Indigenous Rights Department
August 15, 2014	
<i>Debriefing with the project management team and Executive Board of SER Mixe A.C.</i>	
Javier Domínguez Fagustino	President, SER Mixe A.C.
Marcelino Nicolás Sánchez	Executive Coordinator, SER Mixe A.C., Project Management and Indigenous Rights Department
Gudelia Aguilar Ortiz	Financial and Administrative Department
Antonio Sánchez Contreras	Indigenous Rights Department
Octavio Estrello Bernald	Member, operations team, SER Mixe A.C.; Sustainable Development Department
Adriana Velázquez	National Consultant
Luisa María Aguilar	International Consultant

Annex 4: Acronyms

A.C.	Civil Association (Nonprofit organization)
AMIO	Indigenous Women's Assembly of Oaxaca
ASAM	Association of Mixe Authorities
CEDIO	Oaxaca Council on Indigenous Rights
CSO	Civil Society Organization
EU	European Union
IDHPI	Indigenous People's Human Development Index
ILO	International Labour Organization
INEGI	National Institute of Statistics and Geography
NGO	Nongovernmental Organization
PDR	Democratic Revolution Party
PGR	Office of the Attorney General of the Republic
REDDMI	Mixe Women's Network
SAI	Secretariat for Indigenous Affairs
UNDP	United Nations Development Programme
UNDEF	The United Nations Democracy Fund
UNDRIP	UN Universal Declaration on the Rights of Indigenous Peoples