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**PREVENTION AND REINTEGRATION FOR ADOLESCENTS AND YOUTH IN
CONFLICT WITH THE LAW IN THE NORTH CARIBBEAN COAST
AUTONOMOUS REGION (RACCN) OF NICARAGUA**

PILOT PROJECT

FINAL EVALUATION REPORT

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ACRONYMS

| | |
|-----------------|--|
| BICU | Bluefields Indian and Caribbean University |
| EAP | Economically active population |
| FADCANIC | Fundación para la Autonomía y Desarrollo de la Costa Atlántica de Nicaragua (Foundation for Autonomy and Development of the Atlantic Coast of Nicaragua) |
| HIV | Human immunodeficiency virus |
| IEEPP | Instituto de Estudios Estratégicos y Políticas Públicas (Institute of Strategic Studies and Public Policy) |
| INATEC | Instituto Nacional Tecnológico (National Institute of Technology) |
| INIDE | Instituto Nacional de Información de Desarrollo (National Institute of Information on Development) |
| IOM | International Organization for Migration |
| MEFCCA | Ministerio de Economía Familiar, Comunitaria, Cooperativa y Asociativa (Ministry of Family, Community, Cooperative and Associative Economy) |
| NGO | Non-governmental organization |
| RAACN | Región Autónoma de la Costa Caribe Norte (North Caribbean Coast Autonomous Region) |
| STD | Sexually transmitted disease |
| TESIS | Asociación Trabajadores para la Educación Salud e Integración Social (Workers Association for Education, Health, and Social Integration) |
| UNDP | United Nations Development Programme |
| UNO | United Nations Organisation |
| URACCAN | Universidad de las Regiones Autónomas de la Costa Caribe Nicaragüense (University of the Autonomous Regions of the Nicaraguan Caribbean Coast) |
| USAID | United States Agency for International Development |



EXECUTIVE SUMMARY

This document contains the Final Evaluation Report of the “*Prevention and Reintegration for Adolescents and Youth in conflict with the law in The North Caribbean Coast Autonomous Region (RACCN) of Nicaragua*” Pilot Project.

The pilot project began on 1 September, 2016 and concluded on 1 January, 2018. The project was financed by the United States Agency for International Development and implemented by the International Organization for Migration. This project contributed to achieving Intermediate Result 2.2 “*Increase of the labour force and life skills*” and Intermediate Result 2.3 “*Increase of communities committed to create a positive environment for children and youth at risk*” of the Development Objective “*Improved safety and the competitiveness of children and young people at risk in the selected areas*” of the USAID 2013 – 2019 Country Strategy.

The pilot project was executed by IOM alongside the following counterparts: Casa Alianza Nicaragua, Nidia White Women’s Movement, and Marijn Foundation. The project was based in six neighbourhoods that present the high rates of social vulnerabilities: El Muelle, La Libertad, Nueva Jerusalén, Filemón Rivera, Peter Ferrera, and Loma Verde.

The objective of this evaluation is to measure the results achieved in the Pilot Project based on the proposed indicators, challenges, best practices, and lessons learned, in order to generate recommendations to improve relevance and cost-effectiveness of future interventions to be implemented. Additionally, this evaluation explored the sustainability of the results.

The methodology of the final evaluation was participatory. An interview was requested to the following: project management personnel; staff of counterpart organizations (Casa Alianza, Marijn Foundation, and Nidia White Women’s Movement); beneficiaries; Wihtas from the neighbourhoods where the project was executed; representatives of the Network of Psychologists; Young Entrepreneurs Network in Bilwi; Network of Women Entrepreneurs; and representatives of the trade sector in Bilwi.

The variables for the evaluation focused on the process developed, the activities carried out, and the obtained results. Quantitative and qualitative information was collected from the conceptualization of the variables.

Primary information sources were used: 59 people participated (30 females and 29 males). Secondary sources: These include all documentation related to the project: situational diagnosis of adolescents and youth in Bilwi; the project proposal; mid-term report; database of the beneficiaries; reports of the organizations; project executors; and technical documents generated in the framework of the project.

The evaluation draws the following conclusions:

The demographic transition has brought to light socio-economic determinants that need to be addressed so that the Nicaraguan population in general and the youth population in particular can escape poverty and stay out of poverty through the development of their productive capacity. The project aims precisely at two fundamental factors for Human Development: formal education and



skills for the labour market. Education and work are the elements that anchor the individual to society; these factors contribute to social cohesion and governance.

The project has promoted, applied, and validated through a strategy of shared social responsibility, an intervention model for the social and labour insertion of adolescents and youth at risk and in conflict with the law. In this way, it shows that it is possible to address the problem of exclusion of adolescents and youth, as well as to prevent situations of greater insecurity and ungovernability in the Caribbean Coast of Nicaragua. The project demonstrated that with existing resources in the country and with the support of international cooperation funds, it is possible to build inter-institutional alliances motivated by political will and technical work with high social commitment.

In the area of influence of the project, processes have been developed to improve the provision of local services that promote the social and economic inclusion of adolescents and youth at risk and in conflict with the law. Activities were designed and implemented to develop the capacities of public and community actors to implement effective interventions and programmes aimed at this population.

The strategies and methodologies implemented achieved in a very short time the expected results, which have a high social value. The final result of the project has been reached, since adolescents and youth beneficiaries acquired relevant skills and competencies that facilitate access to the labour market and economic enterprises.

The project had a positive impact on the lives of the participants and direct beneficiaries. There is a self-recognition of the favourable changes on behalf of the beneficiaries. Local actors and counterparts identify changes in behaviours and mentalities. The wihtas recognise that the beneficiaries have modified their relationships in society.

In a context permeated by negative and stigmatising visions of youth at risk and in conflict with the law, the project showed that if these people are given opportunities for human development, these people can be resilient and demonstrate the ability to integrate into society.

The activities of psychosocial assistance, game-based, and recreation implemented by the project promoted changes in mentalities and attitudes in the beneficiaries. They produced a positive vision about themselves, the importance of family support, and the possibility of changing the situation that affects them.

Gender relations were addressed in the different training activities and workshops carried out by the counterparts. The human rights and nonviolence approach, focused on girls and women, were present in the speeches of some informants in the evaluation. Likewise, equal participation in the benefits of the project was promoted and some opportunities were made for women as expressions of affirmative actions.

In the area of influence, there are positive social representations about the achievements of the project, from the local institutional to private and community actors. The project implementation was supported by a social base, particularly the community actors, the Wihtas, who are closest to the population. These people highly value the impact of the project and were the key actors in selecting the target population and ensuring access to neighbourhoods with high delinquency risk.

The role and commitment of the aforementioned counterpart organizations were decisive for the success of the pilot project, as they are highly respected by the beneficiaries. In a context of



abandonment, the adolescents and youth see in these organizations the support for their lives and a kind of salvation to the problems that affect them.

The greatest difficulty of the project was the approach with people in addiction (drug addicts) and in conflict with the law. Neither the local counterparts nor the actors directly involved were prepared to deal with this type of population. The National Police had developed a more punitive and less preventive and educational intervention. This involved developing on the spot, awareness processes, knowledge and direct attention on the subject of addictions

The project had an important risk factor, the allocation of seed capital and its use by the youth beneficiaries. However, to address this fear, the project team designed a solid strategy to address this important risk factor: Potential youth were selected to receive the benefits of seed capital based on previously approved criteria and in coordination with community actors, such as whitas, religious pastors, and heads of sectors of the National Police of the neighbourhoods where the project was developed.

Simultaneously, a personal reflection process was carried out to elaborate life plans, which included their dreams and perspectives in personal, relational, educational, and work terms. During this process, they were accompanied through the psychological assessment - both to young people and their relatives, providing permanent follow-up on a personal level in the project activities. They underwent a training process through a series of workshops on preparing business plans and vocational courses with INATEC and local counterparts according to their interest. Activities were carried out with their families in order to motivate them to support their children in the labour or economic reintegration process. In order to provide sustainability, coordination was sought with MEFCCA in Bilwi to support the creation and management of small businesses.

This process concluded with the delivery of supplies and tools to 45 young beneficiaries to start micro-businesses on the following: beauty and styling; cooking; pastry; mechanics; handicrafts and jewellery; painting; muralism and home painting. A follow-up and basic accompaniment for the consolidation of the different economic initiatives will be conducted.

The institutional coordination had setbacks despite the existence of clearly established agreements with the counterparts. The main difficulty was in the expectations of some organizations, such as Casa Alianza Nicaragua, which, from its perspective, executed specific activities but did not develop a direct partner role in the implementation of all strategies, as desired. Marijn Foundation and Nidia White Women's Movement had the expectation to find in Casa Alianza Nicaragua greater responsibility in the project and greater support in the psychosocial field. Nonetheless, the Community Intervention Manual was not available to the actors in the required time. The network of young entrepreneurs had the expectation of achieving greater involvement in the project, being monitors of entrepreneurship initiatives and being able to raise funds as seed capital for their own ventures. This was not accomplished.

The appropriate bases have been created to continue with a next phase of the project. Actors have been mobilised, there is the will to continue working, and shared efforts. Likewise, adolescents and youth beneficiaries have expectations to continue participating in processes that contribute to positive change in their lives.

IOM's high-quality work is evident in the execution of the project. The experience of this organization in the field of economic reintegration with migrants and victims of trafficking in persons, provided added value to achieve the expected results. The theoretical and



methodological strategies, the documents on the coordination with the counterparts and local and institutional actors, as well as the record of the direct work that created benefits in adolescents and young people, support this affirmation.

The benefits of the project are highly sustainable due to the fact that partnerships and synergies were fostered with NGOs (counterparts), the Network of Psychologists, the Young Entrepreneurs Network, and the private company. The documentation generated by the project (strategies, manuals, and tools) can be put into practise; hence it is an investment in human capital. The pilot project has validated an effective intervention model for the social insertion of adolescents and youth at risk and in conflict with the law. The intervention model requires adjustments in the strategies of psychosocial care intervention and in the labour reintegration, as well as a better definition of the actions for the conclusion of the project, either through the insertion in the educational system, in formal employment, or in the entrepreneurship. This creates the basis for the continuity of the project in Bilwi and gradual expansion to other municipalities in the Caribbean Coast of Nicaragua.

The pilot project is an experience that has great potential to contribute to the Human Development of youth in a context of demographic transition that the country is experiencing. These demographic changes represent an opportunity for the general development of the country, but it is only achieved if the productive potential of the youth, which are now a majority, is fostered. Likewise, the project contributes greatly to the prevention of violence and insecurity within the country and the Central American region.



FINAL EVALUATION REPORT

I. Introduction

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The objective of this evaluation is to measure the results achieved in the Pilot Project based on the proposed indicators, challenges, best practices, and lessons learned, in order to generate recommendations to improve relevance and cost-effectiveness of future interventions to be implemented,. Additionally, this evaluation explored the sustainability of the results.

This document is structured as follows: the first chapter presents the general characteristics of the project and the purpose of the evaluation. The second chapter contains relevant socioeconomic indicators of the context in which the project was developed. The objective of the evaluation is found in the third chapter and the methodology used is indicated in the fourth chapter. The findings according to the expected results of the project are presented in the fifth chapter. In the sixth chapter, the analysis of the processes developed in the project framework is shared. In the seventh chapter the conclusions are presented. Finally, the last chapter offers recommendations, best practices, and lessons learned. At the end of the document is the bibliography and the annexes.

II. Context

This chapter presents the demographic and socioeconomic indicators that make up the youth population in Nicaragua, particularly from the North Caribbean Coast. This information portrays the context of exclusion and extreme vulnerability – two main factors that support the need for a project of this dimension and relevance.

2.1. Demographic and socioeconomic data of the adolescent and youth population of Nicaragua, in the context of the demographic transition.

The Nicaraguan population is utterly young. In 2010, half the population was under 22 years of age (INIDE, 2007). According to the Human Development Report (UNDP, 2011) "In 2005 there were 623 thousand adolescent women and men (13 to 17 years old) and 1.18 million young people (between 18 and 29 years old), which represented 35 per cent of the total population. In 2009, adolescents amounted to about 746 thousand and there were about 1.27 million young people aged 18 to 29. Together they represented 34.8 per cent of the total population of Nicaragua in that year. Nicaragua experiences a demographic transition also called a demographic bonus. In the last decade, the fertility rate of women was reduced by half and the proportion of the population under 14 years decreased by 12.6 percent (from 47.1% to 34.5%). If the current trend continues, by the year 2030 it is expected that the population under 14 years of age represents a quarter of the total population. Also, the economically active population has increased by 10 per cent between 1980 and 2010, from 50.2 per cent to almost 61 per cent." (2011, page 54).

The percentage of adolescents and youth between 14 and 29 who obtain an informal job is 59.4 per cent. Only 40.6 per cent have formal employment. The figures from the Caribbean Coast show an even higher percentage (78%) of adolescents and youth working informally (UNDP, 2011).

With respect to poverty, understood not only as a lack of income, UNDP (2011) mentions: "Currently, close to one million Nicaraguan adolescents and young people are considered multidimensional poor, which represents half of the total adolescent and youth population." (p. 29).

Three out of four young people (78%) of the poorest quintile are underemployed, whilst underemployment affects only 3.2 per cent of the people in the highest income quintile. Almost half of the young people surveyed for the national human development report mention that they began working in adolescence, and amongst those who were studying, 42 per cent discontinued their studies. The early start of work trajectories is one of the main causes of school dropout. In Nicaragua, the working-age population represented 61 per cent of the total population in 2010. It is expected that by 2030 it will reach 66 per cent. Adolescents and youth now represent half of this population and their participation will gradually decrease as the demographic bonus reaches its full potential (2011).

2.2. The context of the RACCN: information on the adolescent and youth population.

The project was developed in the RACCN, located in the northeast sector of the country. The seat of the regional government is located in the city of Bilwi (Puerto Cabezas), with a regional population of approximately 314,130 inhabitants and represents 7 per cent of the total population of the country. From this total population, 57 per cent identify as mestizo, 36 per cent as Miskitu, 6 per cent as Mayangna, and 1 per cent as Creole or Black.

The different municipalities of the Caribbean Coast have been affected in recent years (1995, 2005) by migration processes between municipalities and outside these, mostly from rural to urban areas. The municipality of Puerto Cabezas receives greater influx of intraregional migrants (INIDE 2005). These migratory processes have modified both the volume of the population and

the following social structure of the municipality, both in the municipality of origin and destination: The availability of health services, education, employment, recreation, housing, access to basic services, amongst others. This phenomenon is not new in the region; it has been accentuated by property conflicts between the native peoples and settlers.

According to the IOM (2017), the municipality of Puerto Cabezas has a high proportion of children and youth. That is, almost half of its inhabitants (48.2%) are under fifteen years of age, thus reflecting high fertility rates. In the municipality, the approximate level of employment is 40 per cent, unemployment 30 per cent, and underemployment 30 per cent.

The RACCN concentrates the largest proportion of the population living in extreme poverty in Nicaragua, particularly the indigenous population, which constitutes 60 per cent of the Caribbean region. 79.9 per cent of the Nicaraguan population of the Caribbean Coast survive on less than USD 2.00 a day. Of that percentage, 45.1 per cent survive with less than USD 1.00 per day (UNDP, 2011).

In the RACCN young people are affected by several problems directly related to access to quality employment that provide conditions or opportunities to have better living standards. There has been an increase in the number of youth who are migrating to the cities or emigrating to countries that offer greater job opportunities, which separates them from their families and their social networks (UN, 2012).

Local organizations and NGOs in Bilwi have carried out research that shows information on the existence of trafficking and consumption of drugs at levels never before seen in the region, which has deteriorated the social and community dynamics in the area. This problem is prioritised as a new challenge in the region's agenda.

IOM (2017) indicates that the problems that mostly affect adolescents and youth in the six selected neighbourhoods are: drug dealing and drug use; intrafamily violence (in all forms and origins); verbal, physical, economic, and sexual violence. Domestic violence is a serious problem in the RAACN, placing it the third rank compared to the rest of departments: more than 3 out of 10 women have been victims of this type of violence.

The lack of social, academic, and labour opportunities is a great factor that hinders the adolescents and youth from their own personal growth. Hence, this population is exposed to alcohol and drug consumption as well as violence.

From the analyses carried out by IOM (2017), unemployment and sub-employment are the main factors that affect the adolescent and youth population. The lack of income in families causes the lack of study options, access to health, decent housing, recreation, and good nutrition.

2.3. Gender gaps in the RACCNN.

Exclusion and vulnerability significantly affect the lives of women. The main gender gaps are reflected in the economic insertion of the rural population, with the net rate of economic activity of rural women being 25 per cent. The economically active population (PEA) is predominantly male, especially in rural areas. However, the work of women takes place in the care of children,

productive and reproductive activities, and often in community activities. Women are forced to perform the toughest tasks and their work is unpaid, invisibilised, and underestimated.¹

The economically active women of the Caribbean Coast share their work between two tertiary branches: (1) communal, social, and personal services and (2) commerce, hotels, and restaurants. Albeit more than half (54%) of the women work in agricultural activities, they continue to work when they arrive at home, caring after the children and performing household chores, amongst other tasks.

"Gender roles in the Caribbean Coast are clearly defined due to structural causes, practices, and ancestral customs of indigenous communities in which the role and image of women has been to serve the family in various ways (production, cooking, household maintenance, education of the children)" (IOM, 2017, page 18).

The demographic transition has brought to light socio-economic determinants that need to be addressed so that the Nicaraguan population in general and the youth population in particular can escape poverty and stay out of poverty through the development of their productive capacity. The project aims precisely at two fundamental factors for Human Development: formal education and skills for the labour market. Education and work are the elements that anchor the individual to society; these factors contribute to social cohesion and governance.

III. Objectives

The objective of this evaluation is to measure the results achieved in the Pilot Project based on the proposed indicators, challenges, best practices, and lessons learned, in order to generate recommendations to improve relevance and cost-effectiveness of future interventions to be implemented. Additionally, this evaluation explored the sustainability of the results.

IV. Evaluation questions

- How have local services been improved to promote the social and economic inclusion of the people participating in the project?
- In what way did the acquired knowledge and skills have facilitated the access of participants to the labour market?
- What type of support was received by community, public, and private sector actors for the social and economic inclusion of adolescents and youth at risk and in conflict with the law?
- How did the pilot project address gender equality?
- What has been the relation of the investment of the interventions made with the beneficiaries versus their social and economic reintegration?
- How will the actions implemented by the pilot project be sustainable?

¹ Ciencias e interculturalidad: *Creencias y costumbres tradicionales del pueblo indígena miskitu de Kahka Bila*. Lina Carlos Gradis y Sonia Garth



- What recommendations and lessons learned are drawn to promote future interventions with the target population of the Pilot Project?

V. Methodology

The methodology of the final evaluation was participatory. An interview was requested to the following: project management personnel; staff of counterpart organizations (Casa Alianza, Marijn Foundation, and Nidia White Women's Movement); beneficiaries; Wihtas from the neighbourhoods where the project was executed; representatives of the Network of Psychologists; Young Entrepreneurs Network in Bilwi; Network of Women Entrepreneurs; and representatives of the trade sector in Bilwi.

The variables for the evaluation focused on the process developed, the activities carried out, and the obtained results. Quantitative and qualitative information was collected from the conceptualization of the variables. The sources of information used for the evaluation are:

- **Primary sources:** Set of actors that participated directly in the project in their different roles and responsibilities. 59 people participated (30 females and 29 males).
- **Secondary sources:** These include all documentation related to the project: situational diagnosis of adolescents and youth in Bilwi; the project proposal; mid-term report; database of the beneficiaries; reports of the organizations; project executors; and technical documents generated in the framework of the project.

The information collection techniques used were the following:

- **Review and analysis of secondary information:** All available documents and information related to the project was identified, reviewed, and analysed:
- **Semi-structured interviews (Annex 1):** Individual and group interviews were carried out with different representatives of the co-executing or collaborating institutions of the project implementation process. A total of 26 people participated in the interviews (16 females and 10 males).
- **Focal groups with adolescents and youth beneficiaries:** Six focal groups were held in each neighbourhood. A guide and a recorder were used as a support tool to record the information. A total of 34 people participated in the focal groups (15 females and 19 males).

VI. Findings

Below are the main findings that give an account of the level of compliance with the objectives of the project in general, the expected results, and the activities carried out.

6.1. Result 1: Improved local service delivery for social and economic inclusion of at-risk adolescents and youth in conflict with the law.

The situation of exclusion and vulnerability in which the adolescent and youth population live is the most obvious problem in the municipality of Bilwi, which made it possible for the project to



generate a dynamic of awareness-raising at the community level. Optimal results were obtained; the different social actors of the municipality responded positively and gave wide support to the activities of the project. IOM was able to detect community problems through previous surveys with government officials, territorial organizations and community authorities (Wihtas). Through the Exploratory Diagnosis of the six neighbourhoods selected for the intervention, carried out in October 2016, the exclusion factors that are decisive in the risk and vulnerability of adolescents and young people were identified. To face these factors, the project strategy was designed as a whole.

The stages prior to the execution of the project were essential in achieving social support. The identification of community structures and their dynamics made it possible to develop an implementation strategy in which the two strongest and most recognized local organizations in the area (Nidia White Women's Movement and Marijn Foundation) acted as counterparts in the execution of the project. Also, young people at risk have been the focus of attention of the National Police. Activities of a more punitive and educational nature had been developed by the authorities, who could not cope with their scarce resources with the increase of criminal acts by the young population. At the level of communities and families, there was a perception that young people who do not study and do not work is a problem that must be faced. The increase of young people addicted to some type of drug and the involvement in the commercialization of it, is a serious social problem that had to be answered urgently.

It is necessary to point out that there have not been specific programs or projects for this population in the area. Therefore, the project responded in a timely manner to the problem most felt by the community in general, the families, and the institutions of the municipality of Bilwi. Therefore, from its inception, it generated expectations of welfare and improvement of the beneficiary population.

At the end of the project and despite the short time in the execution of the project, the expected result No. 1 was met with great success: the provision of local services has been improved to promote social and economic inclusion of adolescents and young people at risk and in conflict with the law

The analysis of the intervention is described below:

6.1.1. Capacity development

Through the review and analysis of the project documentation it was possible to know that for the achievement of result No. 1, a training process was developed for local public and community actors, who developed or increased their capacities for psychosocial intervention with people adolescents and young people at risk and in conflict with the law.

The records indicate that a total of 44 people participated in the training process. On behalf of different sectors of the State of Nicaragua, 17 people representing 6 state institutions participated. On behalf of the Civil Society, 23 people belonging to 8 organizations and 4 promoters hired by IOM participated.

The actors directly involved in the project are the following:

| Involved actors | Males | Females | Total |
|---|-----------|-----------|-----------|
| Institutional: National Police, Specialised Justice System for Adolescents, Women’s Secretariat, Judicial Branch, MEFCCA, INATEC | 5 | 11 | 16 |
| Civil Society: Network of Psychologists, Nidia White Women’s Movement, TESIS, Marijn Foundation, Young Entrepreneurs Network, Creative Women – Lapta Yula, Entrepreneur Caribbean Women, Chamber of Tourism in Bilwi | 5 | 18 | 23 |
| Total | 10 | 29 | 39 |

Table I. Involved actors

Casa Alianza Nicaragua’s work and experience in the care of children and youth at risk and in conflict is highly valued. The training programme was developed through 8 workshops carried out from February to April 2017. The training provided theoretical and methodological content on: gender relations such as power relations; violence against women; focus on adolescents' rights; specialised criminal justice; and self-care. One of the most important topics that were addressed was addictions. In the different interviews conducted for this evaluation, people pointed out the insecurities and difficulties they had faced in working with adolescents and young people dealing with addiction problems. They indicated that the trainings gave them a general understanding of the subject. However, they point out that they were insufficient for the short time allotted and the complexity of this problem that requires a sub-specialty in the psychological field.

6.1.2. The Comprehensive Community Intervention Manual

As one of the results of the project, local actors who have partaken in the training process and in the different stages of the project have conceptual frameworks, strategies, and practical tools to improve the provision of local services that promote social and economic inclusion of adolescents and youth at risk and in conflict with the law.

The project proposed as an activity the elaboration of a manual of support for community intervention, which was built based on the CAN methodology and strengthened by IOM’s experience in community interventions from the perspective of insertion of migrants and survivors of trafficking in persons. Likewise, it gathers the experience of the 8 workshops carried out by CAN and the definition of the Psychosocial Care Intervention Route in which organizations Nidia White and Marijn Foundation played an important role.

There is a "Manual of Psychosocial Care Intervention with adolescents and youth at risk and in conflict with the Law" and a "Guide for facilitators", which is aimed at leaders of the communities or social organizations that carry out psychosocial care intervention activities in the project. The Manual will be finished in January 2018. Training with the main actors involved is pending.

From the perspective of all the actors involved, the preparation of the Manual was an opportunity to build an intervention methodology that would take up the experiences of the implementing organizations and partners, but at the same time rescue the characteristics of the intervention

area, from a multicultural and human rights approach, including activities validated by the same subjects for practical and sustainable application.

For the strengthening of capacities of the social actors and the improvement of public services that provide assistance to adolescents and youth at risk and in conflict with the law, the pilot project drafted the following documents:

- Exploratory diagnosis of the six selected neighbourhoods, October 2017, IOM.
- Economic reintegration strategy for adolescents and youth at risk and in conflict with the law, 2017.
- Economic Reintegration Manual: Experience with Bilwi-RACCN youth.
- Strategy for the psychosocial care intervention with adolescents and youth at risk and in conflict with the law, 2017.
- “Psychosocial Care Intervention Manual for adolescents and youth at risk and in conflict with the law”.
- Guide for Workshop Facilitators. Psychosocial care intervention for adolescents and youth at risk and in conflict with the law in the North Caribbean Coast of Nicaragua.
- Diagnosis based on labour needs in the trade and service sector in Bilwi, IOM, 2017.
- Document No. 1. Drafted to facilitate the teaching-learning process on the training on economic reintegration, entrepreneurship, and business plans directed to youth in Bilwi, RACCN.
- Tool No. 2 Reading guide. Economic reintegration, entrepreneurship, and business plans. Training cycle, June 2017.
- Training Manual. Business ideas. Menu of microbusiness ideas.
- Tool No. 3. Training manual. Portfolio of business ideas.
- Tool No. 4. Templates. “Adaptation of methodologies on economic reintegration, entrepreneurship, and business plans in the neighbourhoods of Bilwi-RACCN.”
- Communication Strategy for the “Prevention and Reintegration of At-Risk Youth in the Caribbean Coast of Nicaragua”
- Addiction profile.
- File of each beneficiary.
- Psychological care intervention files of each beneficiary.

6.1.3. Continued support and the creation of capacities of key local actors

After the training of the key actors, several strengthening activities on the community intervention model were carried out. CAN, as a counterpart organization, provided follow-up to specific actions related to the areas of intervention, with the aim of indicating from the personal experience, possibilities to improve and / or adapt the methodologies in the processes of social reinsertion of the people participating in the project.

Additionally, CAN provided support to the team of promoters. At the end of each workshop, meetings were held to share feedback and/ or suggestions on the implementation of the knowledge acquired in direct work with the beneficiary population.

For the direct support and follow up, Marijn Foundation was in charge of the following neighbourhoods: La Libertad, Filemón Rivera, and Peter Ferrera. Nidia White Women’s Movement was in charge of the following neighbourhoods: El Muelle, Nueva Jerusalén, and Loma Verde.



The reports made by both counterpart organizations demonstrate the different follow-up actions that were carried out directly with the families of the beneficiaries and the house-to-house visits. It should be noted that these activities were carried out in close collaboration with the Wihtas who played a crucial role within the neighbourhoods and under the coordination of IOM.

6.1.4. Assessment on the psychological and economic situation of the adolescents and youth

The project strategy covered the following levels: individual, family, community, and institutional. To influence the individual level, an assessment was made of the psychosocial and economic situation of the beneficiary population. The Psychosocial Care Intervention Strategy was implemented from an intercultural, human rights, and generational approach that directed the social and economic reintegration of the youth in Bilwi. Also, as part of the psychosocial care route, a mapping of the perceptions of the beneficiary population was made.

The psychosocial evaluation was led by the counterpart organizations, who assigned psychologists for its drafting. In Bilwi, there is a network of psychologists who work in different state institutions and civil society organizations. This network played a fundamental role in direct assistance to the beneficiaries of the project. Psychological evaluations were performed and addiction profiles were created. These profiles measured the impact of psychological care intervention on the youth and reflected the need to continue providing psychological and psychosocial care as a way to provide emotional healing and preparation for their life plans.

Casa Alianza Nicaragua provided technical assistance in this process by sharing assistance tools to work with youth dealing with addictions. The "Addiction profile" tool was used, which allowed to develop an appropriate care route to the needs and levels of addiction of the adolescent or young person.

The psychological evaluation and accompaniment were possible thanks to the support provided by URACCAN. 16 Psychology graduates accompanied house-to-house visits and gave talks on responsible parenthood and violence-free rearing models. They also mentioned the importance of keeping their sons and daughters in school and the highly negative repercussions that gender violence has on a personal and community level.

6.1.5. Systematization of the processes developed in the project.

At the time of this evaluation, the systematization of the project was being carried out in parallel to reveal the best practices and the lessons learned during its development. There is a video that gathers the experience of the project and, particularly, the voices of the actors involved. Likewise, reflections were promoted amongst the actors involved in the project in such a way that it can be affirmed that the systematization will be of high quality and will provide the desired purpose. There are detailed reports of all the stages of the project and methodological documents mentioned on p. 9.

6.2. Result 2: Selected youth acquire relevant skills and competence facilitating their access to the labour market.

6.2.1. Social and economic reinsertion of adolescents and youth at risk and in conflict with the law.

To achieve the social insertion of adolescents and youth, the executing team developed the "Strategy for psychosocial intervention with adolescents and young people at risk and in conflict with the law", an adaptation of the IOM experience to the context of the North Caribbean Coast of Nicaragua. It was designed with the purpose of providing practical mechanisms for psychosocial prevention and care intervention, which can be facilitated by institutional and community social actors of the municipality of Bilwi. At the same time, it proposes to improve inter-institutional and community articulation and coordination through a Psychosocial Care Intervention Route.

The Strategy defines the logic of the intervention, in the personal, family, and community level, taking into account the particularities of the population with an intercultural perspective. The monthly and final reports of the partner organizations clearly show activities carried out at the individual, family, and community level. Detailed reports on the activities carried out according to the aforementioned strategy were observed.

Likewise, the "Strategy for the economic reintegration of adolescents and youth at risk and in conflict with the law" was designed, which contains a guide of community actions and inter-institutional coordination that were implemented in the execution of the project. The methodology is based on IOM's experience in border towns and the South Caribbean Coast of Nicaragua and Colombia.

The activities that correspond to the economic reintegration strategy designed for the project are observed in the IOM project reports, in the reports of the counterparts, in the interviews conducted with the beneficiary population and in the interviews with the actors involved.

The implementation of the two strategies resulted in the social and economic reintegration of adolescents and young people. The figures are shown below:

In the formulation of the project, 90 youth were defined as the beneficiary population (45 females and 45 males, between the ages of 14 to 17 years old (adolescents) and 18 to 29 years old (youth). By December 2017, at the end of the project when the final evaluation was conducted, the total beneficiary population is 132 people, who participated in different project activities.

The table below shows the characteristics:

| Beneficiary population/ age range | Males | Females | Ethnic group | Total |
|-----------------------------------|-------|---------|--|-------|
| 10-14 | 2 | 10 | 12 Miskitus | 12 |
| 15-19 | 43 | 28 | 5 Mestizas/os 66 Miskitus | 71 |
| 20-24 | 19 | 14 | 4 Mestizas/os 28 Miskitus 1 Creole | 33 |
| 25-29 | 9 | 7 | 15 Miskitus 1 Creole | 16 |

| | | | | |
|--------------|-----------|-----------|--|------------|
| Total | 73 | 59 | 9 Mestizas/os 2 Creole 121 Miskitus | 132 |
|--------------|-----------|-----------|--|------------|

Table 2. Beneficiary population grouped by sex and ethnic group

6.2.2. Balance: expected and achieved results

| Expected | Achieved | % achieved |
|---|--|-------------------|
| 90 beneficiaries (45 females, 45 males) | 132 | 147% |
| 90 beneficiaries involved in cultural and sports activities | 132 | 147% |
| 90 beneficiaries partook in psychological care intervention | 132 | 147% |
| 90 beneficiaries drafted a life plan | 132 | 147% |
| 90 beneficiaries partook in educational reinsertion activities (adolescents aged 14 to 17) and business plans (youth aged 18 to 29) | 32 adolescents received educational kits 70 youth designed business plans | - - |
| 45 beneficiaries receive vocational training | 70 | 155% |
| 25 beneficiaries partaking in entrepreneurship | 45 | 180% |

Table 3. Balance: expected and achieved results.

4 youth – 2 females and 2 males – partook in internships in private enterprises as a way to promote work skills. 35 young beneficiaries (12 females and 23 males) benefitted from seed capital funding to start micro-businesses on the following: beauty and styling; cooking; pastry; mechanics; handicrafts and jewellery; painting; muralism and home painting.

A cooperative (Cooperativa Multifuncional COOMUPROJOBI R.L) was constituted by 10 young who completed the training, vocational courses, and drafted their business plans. They were given an industrial furnace, an exhibitor, a semi-industrial blender, tables, chairs, and other supplies to start working. They were paid 6 months’ rent where the business will operate.

Cost-benefit relation: For purposes of this evaluation, the benefits of the Pilot Project represent the results achieved in the intervention to achieve social and economic reintegration of 90 adolescents and youth at risk and in conflict with the law of six neighbourhoods in Bilwi. In this sense, there was a budget of USD 500,000.00, of which 55 per cent was allocated to program activities, not including operating expenses for the hiring of personnel in the field and related logistics expenses in project management, with an average investment of USD 136,01 per activity performed per participant.

Table 4 shows that the majority of the budget was allocated to psychosocial and economic care reintegration initiatives for adolescents and youth and the delivery of seed capital (32 per cent of the total budget), corresponding to Result 2. Even though there 42 additional adolescents and youth, given the project’s great demand and expectations, it is considered that the use of the resource was efficient whilst the programmed activities were carried out.

Given the compliance of the proposed indicators, the project generated benefits in terms of the articulation between institutions, community leaders, and private enterprise to promote the reintegration of adolescents and youth both in the educational system and at the level of training

for the employment and self-employment. During the process of the Communication Campaign, around 200 social actors and family representatives underwent an awareness-raising process on innovative activities of direct approach to lower costs but guaranteed a wide coverage. There are products for the transfer of knowledge for sustainability and institutional strengthening in the area of psychosocial care and economic reintegration to give continuity to the actions initiated by the project.

The 45 youth who were re-integrated with business initiatives received an average of USD 479,35 invested in inputs and tools for entrepreneurship and their economic autonomy.

The technical assistance that IOM has provided to the beneficiaries of the project and partners has allowed increasing capacities and development in different areas such as: Leadership, association, knowledge management, tools, manuals, and methodologies. Likewise, it has opened the opportunity to address migration issues, violence prevention, new masculinities, financial education and corporate social responsibility, amongst others.

| Results | Executed (in USD) |
|---|-------------------|
| Result 1: Improved local service delivery for social and economic inclusion of at-risk adolescents and youth in conflict with the law | 59 436,22 |
| Result 2: Selected youth acquire relevant skills and competence facilitating their access to the labour market | 159 988,38 |
| Result 3: Community, private and public local actors are supportive of social and economic inclusion of youth, including youth at-risk and in conflict with the law | 53 993,58 |
| Total | 273 418,18 |

Table 4. Budget executed by expected result

6.2.3. Voices of the adolescents and youth

The focal groups provided the perceptions of the pilot project beneficiaries. Below are some of the testimonies:

Perceptions of the beneficiary population

| Life benefits provided by the pilot project |
|---|
| <p>“What I liked the most were the conversations we had, which I think are helping me deal with it all. I felt lost because I would simply wander about in the streets, consuming all sorts of drugs, and would not attend school. You helped me a lot; I am out of that [world] now that I am studying. The people from Nidia White that what I was doing was wrong... My (5 year old) daughter did not want me and neither did I. i would not care after her. Now we get along well; I hug her, I feel good, I feel happy and she feels happy. I would not get along with my mother; she would leave me alone at home and would leave the neighbourhood. I would not get along with my sisters; they would not play or talk to me.” (Young woman, Loma Verde neighbourhood)</p> <p>“Ever since this project began I have been slowly drifting away from negative things and am now doing sports. I can now cut hair, before I would use drugs... I would not get along with my mother, I would use drugs and she would hit me. Mother would send me to the psychologist. I am doing better now, I am perceived as normal. I am playing sports and in church; it is as though we have pondered, we have learned a lot. What I liked the most was sketching</p> |

and painting.” (Young man, Loma Verde neighbourhood)

“I would always see Jairo drunk but it has been months since he last drank. I know many young boys that would consume drugs but not anymore.” (Woman, Peter Ferrera neighbourhood)

“I partook in the workshops on ETS, intrafamily violence, and drug prevention offered in Marijn Foundation. It’s good because I respect my mates.” (Young man, Peter Ferrera neighbourhood)

“I received a house visit and was invited to participate in Marijn Foundation. At the beginning I felt hesitant, but then I realised it was good for me.” (Young man, Libertad neighbourhood)

What they did not like

“When we were drafting the business plan, the coordinator told us that we were going to work in teams, not individually. They told us: in two months they will come to check if you have initiated your business. Then, they said there were too many people and there was no money for everyone. I would like to be supported individually.” (Young woman, Peter Ferrera neighbourhood)

“The mechanics course provided by INATEC is too short. One does not learn anything in one month and a half. It would have been at least four months.” (Young man, Peter Ferrera neighbourhood)

Expectations

“We are better off now because we learned several things that other girls in the neighbourhood do not know. Our lessons will be useful for work and help others. Through my cooking I can sell what I prepare. I can sell beef patties, donuts, and *tres leches* to stores or [people] that want to start their own business.” (Young woman, Peter Ferrera neighbourhood)

“I learned about styling, beauty. I learned to cut hair, do a pedicure and manicure. This comes in handy to settle my own business.” (Male adolescent, Loma Verde neighbourhood)

6.2.3.1. Perceptions of involved actors

The perceptions of the actors involved in the project were obtained through the interviews. Below are some narratives:

| Perceptions of involved actors |
|---|
| Wihtas |
| “I collaborated by searching at-risk youth involved in delinquency, drug-consumption, and in conflict with the law. At the beginning, the family showed great interest in their involvement to improve. There was a possibility that they would become self-sufficient, so the family became interested. They wanted to see a change in their children because they were being offered the possibility to work and finance their technical career. I see improvement in them, and I see the change, they wanted to improve, I can witness the learning.” (Male Wihta, Filemón Rivera neighbourhood) |
| Entrepreneur women in Bilwi |
| “It was a very interesting and positive project for the reinsertion of the youth that have been dealing with drugs. As entrepreneurs, we are aware that these youth deserve a second chance. For us, as entrepreneur women, it has also been positive to share experiences with big businessmen; it has helped in our personal development.” |
| Young Entrepreneurs Network |
| “We collaborated with the IOM and a group of at-risk youth; we were promoters who were trained in Managua.” |
| Deputy Inspector, Head of Youth Affairs of the National Police in Bilwi |
| The heads of sectors supported the work; nothing could have been done without the support of them, of the Wihtas and of the kids themselves. The problem with juvenile groups is perceived as an issue to be [dealt and managed] only by the National Police. Parents who find their children with drugs and do not assume their responsibility think that it is the work of the National Police, specifically the work of Juan Cruz. Where is the responsibility of the parents?” |
| Social communication area – Nidia White Women’s Movement |

“As a pilot Project it has planted various seeds, this is something positive. The youth showed enthusiasm and will. Leaving alcohol and drugs is not an easy thing, but they demonstrated will. They felt we really wanted to help them. They want to change, they want spaces and opportunities... The *wisa wisa* (rumour) passed on to other youth outside the project and they came to ask us how to be part of it; we explained it was part of a process.”

TESIS Promoter

"We gave talks, counselling ... We provided follow-up to the youth who were involved in alcoholism and drugs. IOM, USAID, and TESIS coordinated giving talks to high risk youth in the six neighbourhoods. Excellent topics were addressed. We are using IOM's methodology, as an organization, the methodology helped us to work. It's like a chain to get out of that life. The young people were very grateful with the project. They became aware of the best future that awaits them."

Network of psychologists

"We provide individual and group support. The group support was made to detect those who had more problems and develop with them individual attention. The individual support was done twice a week and the group support was given once a week. It was important that they receive psychological attention, because they live violence, have low self-esteem, are excluded. This helped many youth, to small degree, overcome the problems with their relatives”.

President of the Association of Hotels and Restaurants in Bilwi, President of the National Chamber of Tourism, Bilwi

The youth cannot do it on their own. We, as the private sector, as businessmen, agree with the dialogue of inclusion to reintegrate the youth. Youth labour plays an important role in the private sector, giving the youth a space, giving them confidence. "

"It is better to have the young people working instead of committing criminal acts. We, as the private sector, play an important role in the reintegration of these young people in the field. There was a change of attitude amongst the youth and a change in the attitude of the authorities and the private sector in giving them an opportunity to reintegrate into the workplace.”

6.3. Result 3: Community, private and public local actors are supportive of social and economic inclusion of youth, including youth at-risk and in conflict with the law

Result 3 was satisfactorily fulfilled. Local, community, private, and public actors supported the social and economic inclusion of the beneficiary population. In the project records, in the reports of the counterpart organizations, and during the in situ evaluation, the support that the project has had for its execution was verified. Social bases, coordinations, alliances, and synergies have been created. Social commitment and shared responsibility to promote the social inclusion of adolescents and youth have been fostered.

The *Diagnosis based on labour needs in the trade and service sector in Bilwi* (IOM, 2017) analyses the dynamics of the labour market in Bilwi and the demands of youth workforce. This document is valuable because it allows directing and guiding the training offer in the vocational centres in such a way that correlation between supply and demand can be found.

Likewise, a communication campaign was carried out to create social awareness about the need to provide employment opportunities to the youth population as a way to contribute to local development and reduce the risk factors associated with the lack of opportunities. In the project records, activities that involve private companies and economic entrepreneurship organizations were identified.

As part of the activities carried out, technical assistance was provided to strengthen the Young Entrepreneurs Network in Bilwi and the Network of Women Entrepreneurs. Both organizations participated in training on entrepreneurship and business plans. They also played an active role in the design of the economic reintegration strategy and became directly involved in this process. In



particular, the Young Entrepreneurs Network played an important role, directly accompanying the development of the business plans that each young person designed after completing their training at INATEC.

VII. Analysis

7.1. Previous conditions

The project raised great expectations in the community of Bilwi, where the intervention of the State for the care and protection of children and youth is insufficient. At the beginning of the project, actions were taken that created the bases for its execution. A Situational Diagnosis was prepared in the area of influence of the project. Meetings with local authorities, community leaders, State institutions, and the Regional Government created receptivity and willingness to support. The identification of the target group was successful. The project reached out to adolescents and youth who had not had opportunities to contribute to their human development; they were at risk and vulnerable.

Likewise, the conditions for the project execution were created through the training to promoters, NGOs, and local authorities that would be directly involved in the execution.

7.2. Intervention levels

The project intervened on four levels: individual, family, community, and institutional. At the individual level, work was done directly with adolescents and youth beneficiaries of the project. At the family level, general and emotional support from family members was sought so that the beneficiaries could achieve their personal goals with success. At the community level, Wihtas, social organizations, local NGOs, and private companies assumed their responsibility in the project and developed their assigned role. At the institutional level, the youth affairs directorate of the National Police, the Regional Government, and other State institutions were involved in the project's actions.

7.3. Strategies and developed processes

The project's execution was guided by two main strategies, the "*Economic reintegration strategy for adolescents and youth at risk and in conflict with the law*" and the "*Psychosocial care intervention strategy for adolescents and youth at risk and in conflict with the law*", including their corresponding tools, which were essential in achieving the results. The counterpart organizations, notwithstanding, mentioned that certain documents, like the "Economic Reintegration Manual", were not ready in the required time. These organizations expected this document to be some sort of a step-by-step guide of the project's execution. From IOM's perspective, the Manual was designed based on the contents provided within CAN's workshops. Thus, there was enough material to guide the steps.

The project followed an intervention line with four stages: Initial stage, psychosocial care, training / education, and economic reintegration. These would result in 90 adolescents and youth at risk and



in conflict with the law from six selected neighbourhoods in Bilwi integrated into the education system and / or the labour market (entrepreneurship).

From the perspective of partner organizations, the intervention with this type of target population should not lead to a linear direction but a process, because it is about influencing positive changes in the mind-set and behaviour of people dealing with addictions, where relapse is part of the healing process. From the experience of the Network of Psychologists, this was a great challenge since they felt that in some cases, the psychological care provided did not work and people returned to drugs. For CAN, it is difficult to work based on compliance with indicators and not process development.

In other words, the project had major risk factors because the beneficiary population could abandon the activities of the project since the determinants that cause its vulnerability have not changed. Poverty; the lack of employment; belonging to families where parents and / or mothers are drug users and live in violence; boys and girls are also consumers; the existence of drug cartels in each neighbourhood and the lack of attention by the State, are structural causes that affect the situation of risk and vulnerability of the adolescents and youth.

On the other hand, all the actors consulted and the beneficiaries strongly point out that the project had very short duration and that an intervention of at least three years is required.

7.4. Results, aspirations, and social expectations

The project directly benefitted 132 adolescents and youth (42 extra people than initially expected). At the beginning of the process there were 90 beneficiaries – the original amount set forth by the pilot project. Nevertheless, the number was extended due to the particularity of the beneficiary population. The following problems would arise: internal migration, labour migration outside the municipality, conflicts and intrafamily violence, police retention, etc. Hence, attendance was not constant and stable. For these reasons, whenever there was an activity, more than 90 people were always summoned.

Additionally, the Wihtas would be in charge of attracting and involving more people in to the activities. From their perspective, it is necessary to show the project's impact within the neighbourhoods e.g. by inviting youth who have been hired or have undertaken entrepreneurship activities to generate motivation in a broader sense.

From the point of view of the different actors interviewed, the main fear is the way wherein capital seed funding will be allocated as well as its management. For the Network of Psychologists, the psychological care session was very short for a person living in situations of violence or dealing with addictions can handle money or materials to start a business, as the of drug consumption and the sale of resources is presented. The Young Entrepreneurs Network shares the same opinion and demands their right to play a more active role and accompany the ventures of the youth. However, to address this fear, the project designed a solid strategy to address this important risk factor: Potential youth were selected to receive the benefits of seed capital based on previously approved criteria and in coordination with community actors, such as Wihtas, religious pastors, heads of sectors of the National Police of the neighbourhoods where the project was developed.

Simultaneously, a personal reflection process was carried out to elaborate life plans, which included their dreams and perspectives in personal, relational, educational, and work terms. During this process, they were accompanied through the psychological assessment - both to young people and their relatives, providing permanent follow-up on a personal level in the project activities. They underwent a training process through a series of workshops on preparing business plans and vocational courses with INATEC and local counterparts according to their interest. Activities were carried out with their families in order to motivate them to support their children in the labour or economic reintegration process. In order to provide sustainability, coordination was sought with MEFCCA in Bilwi to support the creation and management of small businesses.

This process concluded with the delivery of supplies and tools to 45 young beneficiaries to start micro-businesses on the following: beauty and styling; cooking; pastry; mechanics; handicrafts and jewellery; painting; muralism and home painting. A follow-up and basic accompaniment for the consolidation of the different economic initiatives will be conducted.

7.5. Addressing the gender equality approach

The principle of gender equality was present in the project in its different stages. In the training programme to strengthen the conceptual and methodological capacities of the actors involved, this approach and the understanding of gender relations as power relations was present as a specific topic and as a cross-cutting approach.

The issue of gender-based violence and intrafamily violence occupied a preponderant place in the different spaces and moments of intervention at the individual, family, and community level. The efforts of partner organizations to promote meetings between mothers and children, with the aim of promoting reconciliation, respect, support, and affection should be noted. This was highly valued by all the actors participating in the evaluation. Similarly, some young women participating in the evaluation demonstrate their understanding of zero tolerance for violence.

In the training and game-based activities carried out by the partner organizations (within the framework of the educational and economic reintegration strategy), relations of respect and equality between beneficiary men and women were fostered. Also, during the training process, workshops were held on the following topics: gender and power relations; ways to address violence; sexual harassment; amongst others. Indeed, the project responds to the serious problems of violence that occur in Bilwi. It is a context in which multiple inequalities such as class, ethnic, and gender intersect.

Similarly, in order to ensure that young women dealing with children and family responsibilities participated in the project and achieved successful economic insertion; affirmative action was taken and were reported in the counterpart reports. As an example, the number of follow-up visits to women's homes is mentioned, as well as the testimonies of some of them mentioning the insistence of the promoters to attend the activities of the project.

To address the problems generated by this patriarchal system, specialised workshops were held with men on anger management, non-violent masculinities, peer relations, amongst other topics.

The approach on gender relations in the project and its contribution to the change toward an egalitarian society is highly valued. However, it is comprehensible that a one-year project cannot

generate the desired changes in families and institutions that reproduce a social order based on male dominance.

As part of the approach on gender-based violence, a survey was conducted to the population participating in the project (adolescents, youth, family members, and key actors; a total of 308 people), in order to measure the level of acceptance of the violence that affects women. The data indicated that 66 per cent of the people surveyed said they did not accept violence against women. In this way, within the framework of the pilot project, this information served as a baseline for addressing power relations, as a way to prevent violence in the family and in the community.

7.6. Sustainability

The project is sustainable because, albeit it has concluded as a pilot stage, its effects and benefits have the potential to remain over time.

The sustainability mechanisms were focused in three levels of intervention:

- **Individual:** The project beneficiaries developed personal capacities to continue their life plan. They were trained on positive self-esteem/ self-image and human rights. They were provided with tools for their educational or labour (re) insertion. Likewise, individual and collective empowerment was fostered. They had access to individual and group psychological care. They express feelings of motivation and are capable of identifying the problems that affect their well-being and recognise that their lives have improved. They show positive changes, e.g. personal care and hygiene. Also, some say they have stopped using drugs and alcohol.
- **Family:** Raising-awareness actions were developed and the capacity to cope with domestic violence was strengthened. The family was intended to be an emotional support for the beneficiary population to fulfil their life plan. Likewise, the Network of Psychologists accompanied the therapeutic groups that were created with mothers, fathers, and relatives in the neighbourhoods (sessions were held on Saturdays and Sundays). Topics such as the prevention of violence and responsible child-rearing models were addressed.
- **Community:** Processes were developed to strengthen the capacities of key local actors (Wihtas, heads of sectors of the National Police, pastors, and leaders of Narcotics Anonymous) who provided support to the youth beneficiaries. These actors are trained in topics such as: drug prevention and addictions; call for recreational and training activities; support in meetings and reflection processes within their neighbourhoods through local counterparts, regional government, local institutions, leaders (wihtas), universities, and NGOs.

The following sustainability factors have been identified:

- **Network:**

The project created work commissions and strengthened existing networks in the territory. Currently, the Network of Psychologists, Network of women entrepreneurs of Bilwi, and the Young Entrepreneurs Network are working. The activities promoted by the project allowed the exchange and enrichment of knowledge and experiences.

- **Creation of Alliances:**



The project fostered alliances with public actors, private actors, as well as representatives of community structures (Wihtas). This creates conditions so that the benefits of the project can remain in time and the positive effects multiply.

- Documentation of the experience:

There are various materials and technical documents that can be put into practise; it is therefore an investment in human capital. There is an intervention model with adolescents and youth at risk and in conflict with the law that was promoted, enriched, and validated in parallel whilst the project was being implemented. This means that local actors can continue their work for the social and economic reintegration of adolescents and young people.

The pilot project came to an end and despite this, in January 2018; activities were continued with adolescents and young beneficiaries. The counterpart organizations and the network of psychologists give psychological care and support them with their life projects. INATEC provided spaces for the labour qualification of young participants of the project.

VIII. Conclusions

The demographic transition has brought to light socio-economic determinants that need to be addressed so that the Nicaraguan population in general and the youth population in particular can escape poverty and stay out of poverty through the development of their productive capacity. The project aims precisely at two fundamental factors for Human Development: formal education and skills for the labour market. Education and work are the elements that anchor the individual to society; these factors contribute to social cohesion and governance.

The project has promoted, applied, and validated through a strategy of shared social responsibility, an intervention model for the social and labour insertion of adolescents and youth at risk and in conflict with the law. In this way, it shows that it is possible to address the problem of exclusion of adolescents and youth, as well as to prevent situations of greater insecurity and ungovernability in the Caribbean Coast of Nicaragua. The project demonstrated that with existing resources in the country and with the support of international cooperation funds, it is possible to build inter-institutional alliances motivated by political will and technical work with high social commitment.

In the area of influence of the project, processes have been developed to improve the provision of local services that promote the social and economic inclusion of adolescents and youth at risk and in conflict with the law. Activities were designed and implemented to develop the capacities of public and community actors to implement effective interventions and programmes aimed at this population.

The strategies and methodologies implemented achieved in a very short time the expected results, which have a high social value. The final result of the project has been reached, since adolescents and youth beneficiaries acquired relevant skills and competencies that facilitate access to the labour market and economic enterprises.

The project had a positive impact on the lives of the participants and direct beneficiaries. There is a self-recognition of the favourable changes on behalf of the beneficiaries. Local actors and



counterparts identify changes in behaviours and mentalities. The wihtas recognise that the beneficiaries have modified their relationships in society.

In a context permeated by negative and stigmatising visions of youth at risk and in conflict with the law, the project showed that if these people are given opportunities for human development, these people can be resilient and demonstrate the ability to integrate into society.

The activities of psychosocial assistance, game-based, and recreation implemented by the project promoted changes in mentalities and attitudes in the beneficiaries. They produced a positive vision about themselves, the importance of family support, and the possibility of changing the situation that affects them.

Gender relations were addressed in the different training activities and workshops carried out by the counterparts. The human rights and nonviolence approach, focused on girls and women, were present in the speeches of some informants in the evaluation. Likewise, equal participation in the benefits of the project was promoted and some opportunities were made for women as expressions of affirmative actions.

In the area of influence, there are positive social representations about the achievements of the project, from the local institutional to private and community actors. The project implementation was supported by a social base, particularly the community actors, the Wihtas, who are closest to the population. These people highly value the impact of the project and were the key actors in selecting the target population and ensuring access to neighbourhoods with high delinquency risk.

The role and commitment of the aforementioned counterpart organizations were decisive for the success of the pilot project, as they are highly respected by the beneficiaries. In a context of abandonment, the adolescents and youth see in these organizations the support for their lives and a kind of salvation to the problems that affect them.

The greatest difficulty of the project was the approach with people in addiction (drug addicts) and in conflict with the law. Neither the local counterparts nor the actors directly involved were prepared to deal with this type of population. The National Police had developed a more punitive and less preventive and educational intervention. This involved developing on the spot, awareness processes, knowledge and direct attention on the subject of addictions

The project had an important risk factor, the allocation of seed capital and its use by the youth beneficiaries. However, to address this fear, the project team designed a solid strategy to address this important risk factor: Potential youth were selected to receive the benefits of seed capital based on previously approved criteria and in coordination with community actors, such as wihtas, religious pastors, and heads of sectors of the National Police of the neighbourhoods where the project was developed.

Simultaneously, a personal reflection process was carried out to elaborate life plans, which included their dreams and perspectives in personal, relational, educational, and work terms. During this process, they were accompanied through the psychological assessment - both to young people and their relatives, providing permanent follow-up on a personal level in the project activities. They underwent a training process through a series of workshops on preparing business plans and vocational courses with INATEC and local counterparts according to their interest. Activities were carried out with their families in order to motivate them to support their children



in the labour or economic reintegration process. In order to provide sustainability, coordination was sought with MEFCCA in Bilwi to support the creation and management of small businesses.

This process concluded with the delivery of supplies and tools to 45 young beneficiaries to start micro-businesses on the following: beauty and styling; cooking; pastry; mechanics; handicrafts and jewellery; painting; muralism and home painting. A follow-up and basic accompaniment for the consolidation of the different economic initiatives will be conducted.

The institutional coordination had setbacks despite the existence of clearly established agreements with the counterparts. The main difficulty was in the expectations of some organizations, such as Casa Alianza Nicaragua, which, from its perspective, executed specific activities but did not develop a direct partner role in the implementation of all strategies, as desired. Marijn Foundation and Nidia White Women's Movement had the expectation to find in Casa Alianza Nicaragua greater responsibility in the project and greater support in the psychosocial field. Nonetheless, the Community Intervention Manual was not available to the actors in the required time. The network of young entrepreneurs had the expectation of achieving greater involvement in the project, being monitors of entrepreneurship initiatives and being able to raise funds as seed capital for their own ventures. This was not accomplished.

The appropriate bases have been created to continue with a next phase of the project. Actors have been mobilised, there is the will to continue working, and shared efforts. Likewise, adolescents and youth beneficiaries have expectations to continue participating in processes that contribute to positive change in their lives.

IOM's high-quality work is evident in the execution of the project. The experience of this organization in the field of economic reintegration with migrants and victims of trafficking in persons, provided added value to achieve the expected results. The theoretical and methodological strategies, the documents on the coordination with the counterparts and local and institutional actors, as well as the record of the direct work that created benefits in adolescents and young people, support this affirmation.

The benefits of the project are highly sustainable due to the fact that partnerships and synergies were fostered with NGOs (counterparts), the Network of Psychologists, the Young Entrepreneurs Network, and the private company. The documentation generated by the project (strategies, manuals, and tools) can be put into practise; hence it is an investment in human capital. The pilot project has validated an effective intervention model for the social insertion of adolescents and youth at risk and in conflict with the law. The intervention model requires adjustments in the strategies of psychosocial care intervention and in the labour reintegration, as well as a better definition of the actions for the conclusion of the project, either through the insertion in the educational system, in formal employment, or in the entrepreneurships. This creates the basis for the continuity of the project in Bilwi and gradual expansion to other municipalities in the Caribbean Coast of Nicaragua.

The pilot project is an experience that has great potential to contribute to the Human Development of youth in a context of demographic transition that the country is experiencing. These demographic changes represent an opportunity for the general development of the country, but it is only achieved if the productive potential of the youth, which are now a majority, is fostered. Likewise, the project contributes greatly to the prevention of violence and insecurity within the country and the Central American region.



IX. Best practices and lessons learned

9.1. Best practices

In the execution of a project aimed at adolescents and youth at risk and in conflict with the law, it is vital to have knowledge of the area of influence, prior coordination with government institutions, awareness work with social and community actors, situational diagnoses of the future beneficiary population. This determines the smooth running of the project's actions and guarantees the willingness to work in favour of adolescents and youth.

In the direct intervention with the beneficiary population, the development of the capacities of the social actors directly involved is of utter importance. Not only are theoretical and methodological skills developed, but they also feel part of the interventions and assume their commitment.

In intervention processes with this type of population, it is necessary to have a strong component of working with families. Actions must be taken to achieve a more sustainable commitment of the families based on a personal and group work of their relationships and links with their sons and daughters.

The strategy of economic reintegration of youth at risk and in conflict with the law must be understood and widely known by the beneficiaries and the actors involved from the beginning of the project.

Dialogue processes with government authorities contribute to achieving the expected results. Experience reveals that INATEC showed willingness to adapt the offer of government programmes to the specific demands of the project's needs. The Institution made the educational curriculum of vocational training more flexible, in such a way that the beneficiaries obtained real opportunities for their training.

The benefits obtained from the intervention with adolescents and youth at risk and in conflict with the law are sustainable if the capacity of the social actors involved in the projects is created and / or strengthened.

Strengthening the capacities of key actors such as the National Police creates the conditions for the smooth running of the project. Experience indicates that, in some way, the change from a punitive vision to a more educational and prevention approach to youth at risk and in conflict with the law was achieved. The changes within the National Police are manifested in the demand for training to raise awareness on the provision of better treatment to the youth that transgress the law.

When working with NGOs and organizations as counterparts that demonstrate willingness to support but not have the administrative capacities to execute actions, it is essential to generate skills and knowledge to achieve the results.



9.2. Lessons learned

In pluricultural and multilingual territories like the RACCN, the multicultural approach must have a great weight and be taken into account in the interventions. The way in which social relations are expressed as those of power and authority; the relationships between parents, mothers and children; the explanation of drug use and teen pregnancy, amongst others, should be recorded as necessary material to understand the community logic.

For the care intervention with people dealing with addictions, the processes of formation in the psychosocial field must be adapted to the characteristics of the participants and must be continuous. It is necessary to adapt the strategies so that the actors directly involved have a more specialised training and at the same time can be followed up on the practical application of this knowledge.

In projects with youth at risk and in conflict with the law, therapeutic care should be a broader component of the project's strategy. In the process of training the actors involved, issues such as addictions and gender-based violence are essential and should be addressed in depth.

The intervention with adolescents and youth at risk should follow a process and not a linear intervention, because it is about influencing the change of mentalities and human behaviour. In practice, setbacks, relapses, or inflection points occur that are difficult to measure through quantitative indicators. The processes of change can vary from person to person, so the expected time for the intervention must be greater than one year.

Adolescents and youth at risk and in conflict with the law who have undergone processes of psychosocial attention should be ensured an accompaniment by social actors and social organizations involved in the project; in such a way that good use is made of the tangible benefits of the project as material and economic resources.

In the execution of the project it is necessary to generate and establish a governance structure, with an organizational chart where the roles and responsibilities of all the actors involved are defined.

The time in the execution of the project becomes a risk factor of high importance. In the progress of the project there are processes that precede each other, and others are presented in parallel, so good decisions must be taken to achieve the objectives.

X. Recommendations

The pilot project obtained satisfactory results and has methodological documents and high quality intervention tools that create the solid foundations for a future extension of the project. It is recommended to develop a medium and long-term intervention strategy (3 to 5 years) in which different cohorts of adolescents and young people are defined. The 60-person cohort of 2017 would be the first to be followed up. Each year, the new beneficiaries will first have to receive psychosocial care until they obtain significant achievements in Human Development, such as being healthy, educated, being productive, being treated with respect, and participating in community life.



Build a business plan that contributes to the generation of sustainable local development in the RACCN. The experiences of rural tourism and productive chains existing in other localities must be retaken. It is also required that the qualification for the work that was carried out in the framework of the project be resumed and that the institutions that provide technical and vocational training respond according to the dynamics of the labour market.

Networks of women and organised young people for entrepreneurship must play a central role in achieving the economic reintegration of the youth at risk or in conflict with the law. In the future, they can play a more active role in accompanying the beneficiaries of the project, thus it is necessary to generate capacities for these actors.

In the area of corporate social responsibility, a kind of certification or award can be promoted for companies such as micro, small and medium enterprises that provide employment opportunities to youth who participated in the project.

Working with families must be a broad component in future projects, in practice, complex social problems that the project has to answer even though it is not defined as concrete actions come to light.

For future interventions, it is appropriate to be able to make a link between the training process with the community actors and the accompaniment in the implementation of new knowledge and tools more consistently in the interventions. The subject of addictions should be allocated the time necessary to address it in depth in these processes.

In the closing phase of the project, it is recommended to convene the beneficiaries who participated in the different stages of the project, including those who did not continue participating; to the different community and institutional actors to publicize the results of this final evaluation.

It is recommended to continue with the process of dialogue with the State institutions and their governmental institutions present in the RACCN. The processes of social and economic reintegration of young people can only be sustainable with the participation of the State as rector of public policies and guarantors of the human rights of the population.



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XII. Annexes

Annex I. Data collection tools

12.1.1. Guide for focal group with youth beneficiaries

- General information: age, neighbourhood, occupation
- Mention institutions and organizations that were involved in the project.
- Functions and roles fulfilled by the institutions and organizations.
- Support received from the institutions and organizations.
- Activities you partook in.
- Existence of local services for the social and economic inclusion of the project’s beneficiaries.
- Knowledge and competencies acquired. Utility for the Access of the beneficiaries in the labour market.
- Qualification of the benefits received by the project.
- Other results obtained from the project.
- Satisfactions that the project has given the beneficiaries.
- Participation of women in equality. Affirmative action measures for women.
- What they did not like about the project.
- Lessons learned by the project.
- Significant changes they have had in their lives with the project. How they were before. How are they now? (Elaboration of matrix)

| HOW WERE THEY BEFORE? | HOW ARE THEY NOW? |
|------------------------------|--------------------------|
| | |
| | |

- Recommendations to the institutions responsible for the project.
- Recommendations for the continuity and sustainability of the achievements of the project.



12.1.2. Semi-structured interview guide to counterpart organizations (Casa Alianza Nicaragua, Nidia White Women's Movement, Marijn Foundation)

- What has been the role of the Organization in the Project?
- What has been the inter-institutional coordination for the execution of the Project? (Rate, explain)
- How has the coordination with IOM been? (Rate, explain)
- How do you assess the execution / implementation of the community intervention model with youth in conflict with the law with an interdisciplinary approach and its role in accompaniment and supervision?
- Tell us your opinion about the Community Intervention Manual for youth in conflict with the law that was developed in the framework of this Project. Utility and importance, possibilities of implementation.
- How do you assess the skills acquired by the actors to lead prevention and training processes with at-risk youth?
- How do you evaluate the process (in general) adopted for the execution of the project? (Regular, Good, Very Good, Excellent). Explain.
- Do you consider that the other counterpart organizations / institutions fulfilled their work according to the agreements?
- How has the Project benefited the participants?
- Do the results of the project have an impact on the beneficiaries, their lives, their human development and their environment with their families and their communities? Which?
- What are the internal and external factors that influenced (hindered or made viable) the execution of the Project?
- What are the lessons learned? If this would be done again, what would you do? If I would do it again, what would I not do?
- Identify Good Practices. Explain.
- Are there sustainability mechanisms for this Project? Explain.
- Do you think that the results obtained from the Project may give an opportunity for continuity or its extension?

12.1.3. Collective interview guide (IOM counterpart organizations)

- What achievements are identified? What are the changes in the life of the target population participating in the project?



- How have local services been improved to promote the social and economic inclusion of the participants?
- In what way did the acquired knowledge and skills facilitate the participants' access to the labour market?
- What kind of support was received from community, public and private sector actors for the social and economic inclusion of adolescents and young people at risk and in conflict with the law?
- How did the pilot project address gender equality?
- Are unplanned results (positive and negative) caused by the intervention of the project identified? What caused those results? How has the project addressed those results?
- What factors have favoured or hindered that the results have been achieved or not?
- To which target groups did the project actually arrive? Are these initially proposed in your design?
- Did the project take into account gender equity and multiculturalism? How? Where is the evidence?
- Were the project strategies adequate to obtain the results?
- What changes in behaviour (attitudes and practices) are observed in the target population direct participants?
- How do you evaluate the execution strategy of the project in general terms?
- What were the weaknesses of the Project in its execution? How did you face?
- What were the Project's strengths in its execution?
- What has been the relation of the investment of the interventions made with the beneficiaries versus their social and economic reintegration?
- What lessons learned can be drawn from the implementation of the project? If he would do it again, what would he do again? What would he not do?
- Are Good Practices identified that may be useful for the continuity of the Project?
- How will the actions implemented by the pilot project be sustainable? What recommendations would you give to promote future interventions with the target population of the Pilot Project?

12.1.4. Interview Guide for local actors (State Institutions: MIFAN, PN, INATEC, Regional Governments)

- What has been your role in the project?
- How was the work execution of the project?
- How do you evaluate the process adopted (in a general way) in the execution of the project? Regular, Good, Very Good, Excellent.
- Do you consider that the counterpart institutions complied with the assigned activities?
- What benefits did adolescents and youth obtain when participating in the project?
- Do you consider that adolescents and young people participating in the project acquired knowledge, skills, and competences for their social and labour insertion? Mention what was acquired.
- What recommendations would you provide if this project continues?



12.1.5. Interview guide for local actors (private sector)

- What has been your role in the project?
- How was the work execution of the project?
- How do you evaluate the process adopted (in a general way) in the execution of the project? Regular, Good, Very Good, Excellent.
- Do you consider that the counterpart institutions complied with the assigned activities?
- What benefits did adolescents and youth obtain when participating in the project?
- Do you consider that adolescents and young people participating in the project acquired knowledge, skills, and competences for their social and labour insertion? Mention what was acquired.
- Do you know any cases of labour insertion of the young participants of the project?
- What recommendations would you provide if this project continues?

Annex 2. The role of the actors

The role of partner organizations in the project under the coordination of IOM is briefly described below.

| Counterpart organizations and main actors involved | Roles and main responsibilities |
|--|--|
| <p>International Organization for Migration</p> | <p>Organization specialised in migration issues, which seeks through its management, an orderly and safe migration in human conditions. In close collaboration with local actors he shared his expertise and the models applied in social and economic reintegration processes.</p> <p>As part of their responsibility in the framework of the project:</p> <ul style="list-style-type: none"> - Guarantee the management of the programmatic and financial project and the required coordination with the counterparts. - Share and implement psychosocial care and economic reintegration tools aimed at adolescents and young people in vulnerable conditions. - Provide guidelines for project management and relationship with local actors. |
| <p>Casa Alianza Nicaragua</p> | <p>Role: Design and develop Community Intervention Manual with young people in conflict with the law.</p> |



| | |
|--|---|
| | <ul style="list-style-type: none"> -Develop training actions to strengthen the conceptual, methodological, and personal skills of social, community, and religious actors to lead prevention and training processes with at-risk youth. -Support and supervise the model of community intervention with youth in conflict with the law. - Join the team of promoters of the project and the network of psychologists of Puerto Cabezas. |
| <p>Marjin Foundation and Nidia White Women's Movement</p> | <p>Role:</p> <ul style="list-style-type: none"> - Associate adolescents and young beneficiaries in different organizational processes, psychosocial, educational training and economic reintegration. - Coordination of actions with key actors of local institutions and organizations. - Facilitate, advice, and accompany training processes, awareness-raising, and attention to adolescents and youth, family members, and community leaders. -Conduct house-to-house visits and awareness-raising activities with key actors (businessmen, religious and community leaders). |
| <p>Wihtas/jueces de barrios</p> | <p>Representatives of the Communal Government, men and women who have gained recognition and respect from the community. They are elected for a period of two years through a neighbourhood assembly.</p> <ul style="list-style-type: none"> - They have community functions that influence the family and social environment: they give advice, admonish, and look for alternatives to neighbourhood and family conflicts. <p>Role:</p> <ul style="list-style-type: none"> • Select adolescents and young people who are beneficiaries of the project. • Establish links with the families of the beneficiaries and the coordination of the project. • Guarantee the realization of activities in the neighborhoods. • Monitoring of beneficiaries so they do not abandon the project. • Participate in key project activities in coordination with the key actors in the territory. |
| <p>Network of Psychologists in Bilwi</p> | <p>Group of psychologists who work in various institutions and local organizations that created a network and support the local population on their spare time on subjects psychology-related matters.</p> <p>Role:</p> <ul style="list-style-type: none"> • Provide psychological attention to adolescents and young people participating in the project. • Participate in the capacity building actions of the actors involved in the project. • Support the preparation and validation of the Community |



| | |
|---|---|
| | intervention manual with young people in conflict with the law. |
| Young Entrepreneurs Network in Bilwi | <p>Group of 20 young professionals and university students trained in economic entrepreneurship skills. They were trained in the use of tools under the CANVAS methodology for the design of the business plan.</p> <p>-Role:</p> <ul style="list-style-type: none"> • Preparation of a Strategic Action Plan for economic reintegration. • Participate in the activities for capacity development of the beneficiary population in economic entrepreneurship issues. • Direct support to young beneficiaries for the preparation of their business plans. |
| Heads of sector National Police | <p>Prevention of crime and street and intrafamily violence and the consumption of controlled substances.</p> <p>Role:</p> <ul style="list-style-type: none"> • Support the calls for the different project activities. • Guarantee the safety of the actors and people participating in the project. • Participate in training on Human Rights, Domestic Violence and Gender-based Violence. |
| Private enterprise | <p>Role:</p> <ul style="list-style-type: none"> • Participate in the project activities directed to local actors. • Provide spaces for internships for young people who acquired skills for entering the labour market. |

Annex 3. Perceptions of the beneficiaries and involved actors

On the benefits the project brought forth to their life...

“What I learned is useful because I can check engines, change oil and sparkles, I can make money. I would like to learn more to move forward. Next year I will continue studying, I have already registered in INATEC.” (Man, Loma Verde neighbourhood)

“The talk on gender-based violence and at-risk youth was provided by Nidia White [Women’s Movement]. It is useful for women because we now know about our rights, we no longer bear our husband’s abuse.” (Woman, Nueva Jerusalén neighbourhood)

“In the fora we were taught not to hang out with bad friends, not to drink alcohol, and not to wander about in the streets. I was told that we need to thrive and we must help others improve like we did.” (Man, Nueva Jerusalén neighbourhood)

“I learned how to cook; I know to bake pastries and cakes. I was also taught about violence.” (Woman, El Muelle neighbourhood)

“We were going to receive talks on how to thrive. We also went to the camp, it was the one thing I liked the most.” (Woman, El Muelle neighbourhood)

What they did not like...

“I studied cooking but I wanted to enrol in mechanics but the courses began too late. First there were only six courses: basic cooking, styling, baking, and then there was mechanics.” (Man, La Libertad neighbourhood)

“What I do not like is that they changed their plans, they told us that when the pastry course was finished a cooperative was going to be formed.” (Woman, Nueva Jerusalén neighbourhood)

The expectations...

“I learned beauty, I made my business plan and I would like to start learning to have my beauty parlour.” (Woman, La Libertad neighbourhood).

“I’m waiting for the kitchen kit they promised. At the beginning they did not tell us that we were going to work together, now they say that it’s in group, there is even a directive.” (Woman, La Libertad neighbourhood).

“I know how to make *picos*, *empanadas*, and cakes. I made a business plan and I want to start as a business because where I live is a good business, it is something that people like, that can be sold.” (Woman, Nueva Jerusalén neighbourhood)

“I want to continue learning more in the kitchen in case some day I put my own business; I have to know more than I know (Loma Verde Woman).

“My family supported me, my aunt and my cousins, because I do not have a father or mother. I learned styling, I know how to do manicure, pedicure, and cut hair. This will help me to put it into practice what I learned. I made my business plan and I would like to have my own business.” (Man, La Libertad neighbourhood)

The perceptions of the actors involved

Below are the perceptions of the actors involved in the project, obtained through the interviews.

| Perceptions of the actors involved |
|--|
| Wihtas |
| <p>“They improved their relationship with society. They have changed their behaviour, having them busy is already a change... At the beginning of the project there were fifteen young people but now there are ten. They were not followed up continuously; they left the activities because the families are not stable.”(Male Wihta, Filemón Rivera neighbourhood).</p> <p>“I supported searching for young people. Here there are many who use drugs and alcohol. It is a great benefit to make these projects.” (Wihta, El Muelle neighbourhood).</p> |
| Network of Women Entrepreneurs |
| <p>“We have been part of the activities carried out by the project and the communicators of the project have asked us to comment on the organizational process that we achieved. We were invited to the empowerment trainings of the youth who have been trained in different educational programmes for business development such as baking, beauty, and cooking courses. For us as entrepreneur women it has also been positive because sharing experiences with great entrepreneurs has helped us in our development.”</p> |
| Young Entrepreneurs Network |
| <p>“I earned a diploma in Entrepreneurship from the Young Entrepreneurs Network in Managua. Some of us have knowledge about business plans. They called us to help them with the business plans; the facilitators trained us.”</p> <p>“We worked with 7 young people in each table with different business plans. We helped fill out the forms and explained what businesses could be developed. IOM with Nidia White and Marijn were training the young people each in different courses, from there they passed them to INATEC.”</p> |
| Deputy Chief Inspector of Youth Affairs of the National Police in Bilwi |
| <p>“If a young beneficiary of the project was detained because he was found in a criminal centre, he was taken to the station and transferred to my office. When he identified himself as part of the project, we called the guardian organization (Nidia White Women's Movement and Marijn Foundation).”</p> <p>“The project has a lot of positive value, it came to improve the situation of the youth groups, the delinquency of the young people decreased, and it was very successful. It had support from some state institutions, the citizens feel that there is support when they call to report a crime.”</p> |
| Social communication area – Nidia White Women’s Movement |
| <p>“We provided follow-up to the youth with two promoters who monitored the youth all day, including weekends. It was genuine and real accompaniment. There were courses on entrepreneurship, leadership, crafts, which were given in the movement's premises. The first 3 months were courses of entrepreneurial culture, life plan, violence [prevention], [and] human rights. The psychologist of the Movement gave psychological attention, the promoters went to the neighbourhoods; they visited the parents, because the logical thing is to work with everyone. There was good communication. We worked in coordination with social actors and government institutions.”</p> |
| Network of Psychologists |
| <p>“This is a very important initiative; very few problems are addressed to this problem that affects Puerto... The time was too limited, but it had a lot of impact. There was visible behaviour change in some kids.”</p> |



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International Organization for Migration (IOM)

The UN Migration Agency

President of the Association of Hotels and Restaurants in Bilwi, President of the National Chamber of Tourism, Bilwi

“It is better to have the young people working instead of committing criminal acts. We, as the private sector, play an important role in the reintegration of these young people in the field. There was a change of attitude amongst the youth and a change in the attitude of the authorities and the private sector in giving them an opportunity to reintegrate into the workplace.”