

# Youth as Facilitative Leaders Program

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**Executive Summary**

The Institute of Cultural Affairs (ICA) Guatemala is a community development organization, specializing in the training of participative facilitation and working with communities to determine their own development. It is also part of the network of ICA International which comprises of organizations who work in 35 different countries. ICA Guatemala is committed to the inclusion of young people in community development with the aim of making development sustainable and also countering the negative perceptions of young people by others. As Guatemala is a country with 64.7% of its population under 25 (UN:1999) it is an absolute necessity that young people have meaningful roles to play within their communities.

ICA Guatemala intends to train 12-15 young people to become trainers of participative facilitation with specific reference to working within community development. They will be equipped with the necessary skills to become positive change makers in their own communities and the surrounding areas. The participants will undergo a intensive training course over a period of 5 weekends in the month of August. After the training course the new trainers will return to their villages and deliver a series of two, 2 day Youth as Facilitative Leaders courses, to between 240 and 280 young people. These courses provide the participants with an alternative method of leadership to that of traditional hierarchical leadership. This form of leadership can be used in both their communities and other areas of their lives. The new trainers will also organize and facilitate at least one Community Forum in each of their own communities or a neighboring community as a catalyst to starting development projects.

The total cost for the Youth as Facilitative Leaders program is approximately 43,500 Quetzales or US\$5,500. ICA Guatemala is currently looking for both national and international funding organizations who wish to fund the program in part, or in its entirety.

## **Introduction**

The Institute of Cultural Affairs (ICA) Guatemala was founded in 1978 as a Non-Governmental Organization specializing in the work of community development. ICA Guatemala is part of an international network of 35 autonomous organizations that themselves form the Institute of Cultural Affairs International whose headquarters are based in Brussels, Belgium. They work on the premise that sustainable development only truly occurs when people actively participate in the changes taking place around them, rather than being merely the objects of change. They work to promote social innovation through participation and community building. ICA International has consultative status with UNICEF, Category II consultative status with ECOSOC, liaison status with FAO, working relation status with WHO, is a member of CIVICUS and has served on the NGO Consultative Group for IFAD.

The focus of ICA Guatemala is two fold: to train people in methods of participatory facilitation, and to work together with communities to improve their own lives. The participatory methods used by ICAs are called the Technology of Participation (ToP) ®. These methods have been developed through a process of continual critical self-evaluation and improvement over the last 40 years, in a number of different countries and settings. The result is a comprehensive and well tested set of participatory techniques that are used by the organizations of ICA International but also throughout the world in NGOs, government and business.

The second part of ICA Guatemala's work is with communities within Guatemala. ICA has used the ToP® methods to empower communities allowing them to shape their own destiny. A particular method used by the organization has been the use of Community Forums to develop the ideas of members of the community about how they can improve the environment in which they live. ICA has for example worked with communities to provide pre-schools, to provide potable water within the community, organize health and information fairs and provide a drip irrigation system for a group of small farmers. The majority of the communities with whom ICA has worked have been within the department of El Progreso, though they have also worked with communities in the departments of Totonicapan and Zacapa.

ICA Guatemala believes that the people within communities are the real experts in the identification of their own problems and the creation of solutions for these problems. The people within communities know their situation better than anyone else. The methods that ICA use offer community members a structure through which they can organize themselves and create solutions for their own problems. ToP® methods are based on the participation of everybody and offer an alternative to traditional hierarchical structures of leadership. They promote consensus building and create a good atmosphere in which to work together. The methods also harness all the skills of the group not just those of the leader.

ICA Guatemala has experience in both the facilitation and training of ToP® methods. The methods are very adaptable to many situations and indeed ICA Guatemala has facilitated sessions and trained courses for Community Organizations, Commercial Organizations, e.g. Paiz-Metacentros and Cementos Progreso, Non-Governmental Organizations, e.g. Habitat,

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Adejud, Governmental Organizations, e.g. FIS (Social Investment Fund) and Educational Organizations, e.g. Colegio Suizo Americano. They currently offer both public courses and in-house courses in Basic Facilitation Methods (inclusive of a Focused Conversation Method, Consensus Workshop Method and an Action Planning Method) and Participatory Strategic Planning.

ICA Guatemala believes that the involvement of young people in communities is integral to creating sustainable development and success. They anticipate that the inclusion of young people in community development, in what has been termed Community Youth Development, will dramatically improve the success of community programs in a similar magnitude to the effects of the involvement of women in community development. ICA Guatemala is part of a worldwide push within ICA International to increase the active participation of young people within community development and indeed within its own organizations.

As part of the commitment of ICA Guatemala to youth leadership, it recently sent two young people to participate in a 'Youth as Facilitative Leaders' International Training of Trainers Course based in Phoenix, in the United States in May/June of 2001. These young people are now active members of the ToP® training team in Guatemala. This proposal contains a practical outline of how ICA Guatemala intends to realize its vision of Community Youth Development throughout Guatemala.

### **Program Justification**

The program of Youth as Facilitative Leaders is designed to incorporate the values of Community Youth Development which has been defined as "Young people and adults working in partnership to build safe, just, healthy, and sustainable communities". The Program responds to two fundamental needs 1) young people need meaningful roles to play in their own communities 2) effective community building requires the insights and energies of young, local and competent leaders. Youth as Facilitative Leaders seeks to present an alternative to the traditional hierarchical styles of leadership that are presented to young people through the media, popular culture, political and economic elites. It also acts as a counter balance to the low social status of young people and the perception of young people as problems that need to be solved.

Young people around the world have a profound effect on their communities; every community is changed in some way by its young people. However it is a sad observation that often the changes created by young people have negative effects on communities. One of the reasons for this phenomenon is because young people are often given a lower status within their communities and thus are not given the same respect as older people. If we look to Africa we can find a proverb called the 'Spirit of Ubuntu' which says that a person is a person because of other people. In other words a person's identity, sense of worth and power is based on being seen and acknowledged by others. If young people are not respected by their communities they lose their sense of value and look for other ways to be acknowledged by the society in which they live. This search for acknowledgement can easily turn to destruction as the only way in which they can become noticed.

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ICA believes that one of the ways society can reverse this phenomenon is to invest in its young people and give them equal partnership within community development. Karen Pittman from the Center for Youth Development and Policy Research in Washington DC says,

Young people should be involved in community development because they live and belong to their community. If young people are not connected and respected they have the power to destroy the community. Involving young people in the development of their communities encourages them to become stakeholders in their communities and to care about them. (cited in Burbidge, Beyond Prince and Merchant: p.198)

By harnessing young peoples desire to have an impact on society, by equipping them with the necessary skills and resources, and by providing opportunities for them to become involved in community development, it is possible to create positive change.

In Guatemala the majority of the population is young, 64.7% are under 25 and 44.1% are under 14 (UN: 1999). This high proportion exaggerates the effects of both an under-utilized youth and the potential of an engaged youth. The young people of Guatemala are faced with many problems. The psychological effects of being born into a country at war with itself have for the most part been disregarded by both the state and society. The people of Guatemala have been and continue to be subjected to very rigid models of hierarchical leadership, in particular through military dictatorship and the authority of the economic and political elites. This generation of young people are facing increasing suicide rates across all sectors of society, increased consumption of illegal drugs, high usage of violence including firearms and increasing numbers of street gangs.

In addition the rate of population growth is increasing and so in the future the problems of a disengaged youth will also continue to grow. It is therefore imperative that initiatives are started now to change the perceptions of young people and their role in society. Developments now will not only help today's society but will also set a precedent for community youth development in the future.

## **Objectives**

### **General Objectives:**

- 1) Capture the enthusiasm and energy of young people and equip them with the necessary skills to become positive change makers within their own communities.
- 2) Encourage positive images of young people within society to counter the negative stereotype often associated with young people.
- 3) Encourage positive intergenerational relationships in the form of youth-adult partnerships within communities and in wider society.

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- 4) Promote facilitative leadership as an alternative to the traditional hierarchical model of leadership.
- 5) Build the confidence and self-esteem of young people and enable them to take control of their own development.
- 6) Promote the concept of civil society as a means to changing society according to the will of the people.

**Specific Objectives:**

- 1) To train 12-15 young people, with a balanced mix of both males and females, from the department of El Progreso, in the following leadership skills:
  - facilitators of ToP® participatory facilitation methods
  - trainers of ToP® participatory facilitation methods
  - community development
  - organizing and facilitating community forums
- 2) For the 12-15 newly trained young people to organize and facilitate at least one Community Forum in their own village or a neighboring village as an initial first step to working in their own communities.
- 3) To train 240 - 280 young people throughout different departments of Guatemala in basic facilitative leadership skills.
- 4) To have 20-30 projects/initiatives started by young people as a result of the Community Forums and the YFL courses.

**Method**

Between 12 and 15 young people (14-30 years old) will be selected to attend an intensive residential training course over 5 weekends in August based in the village of San Juan, El Progreso. The purpose of this course is to equip the participants with the necessary skills to become facilitative leaders and trainers within their own communities and surrounding areas. The specific skills that will be developed over this period include: facilitation skills, training skills, knowledge and understanding of community development in Guatemala and Community Youth Development. In addition the participants will gain confidence and self-belief in themselves to become community leaders.

Following the course the participants will return to their own villages and train a series of two, 2 day group facilitation courses, in pairs or groups of three, over a period of three months. During these practice courses they will gain extensive experience in training people to become facilitators. This together with the skills they will learn on the course will enable

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them to organize and deliver future training with community groups. During this period the new trainers will be accompanied by an experienced mentor who will offer advice and support when needed.

The participants of the practice courses will learn the key skills to participative facilitation and how these skills can be used in a leadership role within their communities. The courses will also help to build confidence and self esteem and encourage them to take a pro-active role in their own communities' development. After the courses the new trainers will make themselves available to the participants as a form of support for their facilitation and community work. Also where possible the new trainers will endeavor to maintain contact with the participants in order to monitor success stories.

Within the three months following the intensive course the new trainers will also organize and facilitate at least one Community Forum, preferably in their own community but possibly in a neighboring community. In their three month report the trainers will be asked to give an account of the training program, the practice courses, the Community Forum and also the actions that have arisen as a result. After a further three months the trainers will be asked to give their next progress report about how they have used their training and what results have arisen from their work. Throughout this period the new trainers will have access to support from the mentor trainers, the staff of ICA Guatemala and also from each other. This support will continue to be given by ICA Guatemala after the end of the program.

ICA experience from Guatemala and around the world has shown that ToP® methods can be dynamic tools within effective community development. It has also been shown that these methods are extremely versatile being used in a variety of different settings. The young people involved in these training programs will therefore not only have the skills to work within their communities but also in other areas of their lives.

On the next page is the proposed course structure. It is similar to a format used by ICA USA on previous international training courses that have proved to be highly successful. Please note that within the course there are structured times allocated for social activities and celebration. This is not only to allow participants to enjoy themselves whilst participating on the course, but also to promote a network through which the trainers can create their own support mechanisms with one another.

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**Outline for Course Structure:**

	<b>Friday Evening</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Week 1</b> 2-4 <sup>th</sup> AUGUST	Introductions, Orientation to Program and ICA Guatemala  <i>Welcome Dinner</i>	Demonstration of Group Facilitation Methods (GFM) Course	Demonstration of Group Facilitation Methods (GFM) Course
<b>Week 2</b> 9-11 <sup>th</sup> AUGUST	Learning Styles	Community Development in Guatemala	Community Youth Development and YFL
<b>Week 3</b> 16-18 <sup>th</sup> AUGUST	Demonstration of Participatory Strategic Planning Course	Demonstration of Participatory Strategic Planning Course	Demonstration of Participatory Strategic Planning Course & Adaptation for Community Forums
<b>Week 4</b>	Preparation for practice GFM	Practice training of GFM with other participants	Practice training of GFM with other participants
<b>Week 5</b>	Preparation for arranging YFL	Preparation for arranging YFL & Community Forum Participants Relationship with ICA	Final Reflection &  <i>Celebration</i>

In addition each participant will be provided with the following:

- Course Manual
- GFM Manual
- PSP Manual
- GFM Training Manual
- PSP Training Manual
- Set of Training Materials

**Training Team:**

Hannah Greenwood, 23  
Emma Leamon, 25  
Liseth Lorenzo, 25  
Joaquina de Samayoa

ToP trainer and facilitator, trained by ICA: USA.  
ToP trainer and facilitator, trained by ICA: USA.  
ToP trainer and facilitator, trained by ICA: USA.  
ToP trainer and facilitator, trained by ICA: USA, 20 years of experience  
working with ToP methods in Guatemala, Chile and Perú.  
ToP trainer and facilitator, trained by ICA: USA.

Carlos Urrutia, 30

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With two additional experienced ToP trainers from ICA: USA, as yet undecided.

**Proposed Calendar:**

<b>Timescale</b>	<b>Activities</b>
Mayo – July 2002	Recruitment of 12-15 participants Research and make logistical arrangements Liaison with US trainers Secure funding Make contacts for 2 day YFL courses
August 2002	Intensive training course over 5 weekends in San Juan
September – December 2002	2 day YFL courses Community Forums in different regions
December 2002	3 month report due from participants
March 2003	6 month report due from participants Review meeting with participants, trainers and mentors
March – April 2003	ICA Guatemala compiles final report of YFL Program

**Co-ordination:**

The staff and volunteers of ICA Guatemala will be responsible for the co-ordination and delivery of the program. This includes all of the administration and promotion for the program as well as the liaison with the US trainers and project partners. ICA is working closely with the community leaders of San Juan who are kindly providing accommodation and food for the participants and trainers during the course as well as providing a place to hold the training sessions. ICA Guatemala is also in communication with Young Enterprise with a view to working with them as a partner for the 2 day YFL courses.

**Evaluation**

Youth as Facilitative Leaders is a social development Program and as such it is difficult to evaluate in a quantitative form. However the indicators below will provide data that will form part of the evaluation process.

- number of people trained in basic facilitative leadership skills
- number of people to successfully complete the 4 week intensive course
- number of community forums/public meetings held
- number of projects/initiatives initiated by young people in their communities
- comments alluding to increased confidence to lead on evaluation forms

In addition the following qualitative measures of success will enable ICA Guatemala to carry out an ongoing evaluation process. These elements, together with the above indicators will be used to write the final report.

- post-course written evaluations by participants after the 4 week intensive course
- documents from evaluative exercises on the final day of the 4 week intensive course
- written evaluation forms by the participants on the 2 day YFL trainings
- mentor reports of the community forums

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- 3 and 6 month reports by the participants of the intensive course in San Juan
- documents from the 6 month review meeting
- final report written by ICA Guatemala after 8 months

**Sustainability**

The Youth as Facilitative Leaders Program is self-sustainable in its very nature. Its primary aim is to equip young people with the skills to become leaders within their own communities and work independently. Following the initial course there will be follow-up events such as mentors, where possible, visiting the Community Forums and the 6 month review meeting. Additionally there will also be support from the office staff and the mentors in the form of telephone calls, email and where necessary letter. Funding is sought up until the 6 month review meeting. After this point support will be continued and ICA Guatemala will be responsible for its funding and will pay for this using funds from its fee for service activities.

ICA Guatemala has proved to be a sustainable organization over the last twenty three years. It is currently expanding its fee for service activities in order to generate more income to maintain its sustainability and work on its development programs.

**Budget**

On the following page is the proposed budget for Youth as Facilitative Leaders, based on 15 participants in the intensive course in San Juan and 280 participants on the two day GFM courses. The costs for each item are shown in both the local currency (Quetzales) and US Dollars. The costs are based on an exchange rate of 1\$ = 7.9 Quetzales. It should be noted that in addition to the costs detailed below ICA Guatemala will contribute the staff and volunteer time needed to organize and co-ordinate the program. ICA USA will also be responsible for fundraising the costs involved for the US trainers, including air travel and salaries. The accommodation and food for the training course in San Juan for both the trainers and participants will be provided by the village of San Juan and the Colegio Mixto Privado of San Juan will provide suitable training facilities.

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	<b>Additional Information</b>	<b>Cost (Quetzales)</b>	<b>Cost (US\$)</b>
<b>Preparation Costs</b>			
Recruitment for intensive training	transport, telephone, mailings etc.	Q375	\$47
Recruitment for YFL trainings	transport, telephone, mailings etc.	Q650	\$82
Promotion and set up costs	incl. liaison with US trainers and partners	Q300	\$38
	<b>Sub Total</b>	<b>Q1,325</b>	<b>\$168</b>
<b>Intensive Course</b>			
Food	lunch for 20 people for 10 days, breakfst and	Q4,000	\$506
Accommodation	provided hosts in San Juan	Q0	\$0
Training Facilities	provided by Colegio Mixto Privado de San Ju	Q0	\$0
Payment for trainers	2 trainers from ICA Guatemala	Q6,500	\$823
Course Materials	Markers, post-its, sticky walls, etc.	Q3,250	\$411
Transport to and from Guatemala City		Q500	\$63
Daily Transport for US trainers to office		Q100	\$13
Course Manuals	Course manuals, GFM & PSP manuals	Q3,600	\$456
Snacks and Drinks		Q1,040	\$132
	<b>Sub Total</b>	<b>Q18,990</b>	<b>\$2,404</b>
<b>Practice Trainings</b>			
Food	provided by the community for the trainers an	Q0	\$0
Accommodation	provided by the community for the trainers an	Q0	\$0
Materials	Markers, post-its, spray mount	Q4,200	\$532
Manuals		Q14,000	\$1,772
Transport		Q560	\$71
Payment for Mentors		Q1,400	\$177
Snacks and Drinks		Q1,400	\$177
	<b>Sub Total</b>	<b>Q21,560</b>	<b>\$2,729</b>
<b>Follow Up Costs</b>			
Transport for review meeting		Q80	\$10
Lunch for review meeting	20 people	Q400	\$51
Transport to Community Forums		Q1,200	\$152
	<b>Sub Total</b>	<b>Q1,680</b>	<b>\$213</b>
	<b>Final Total</b>	<b>Q43,555</b>	<b>\$5,513</b>

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**Annex**

**Country Profile:**

Official Name:	República de Guatemala
Capital:	Guatemala City
Surface Area:	108,890 square km
Currency:	Quetzal (Q) current exchange rate, US\$1=8.1Q
Population:	11,558,407 (1998 est.) Growth, 2.48% p.a. (1996 est.) at this rate the population will double by 2021 Population under 25, 64.7% (1999)
Ethnic Composition:	56% Mestizo (mixed Spanish and indigenous ancestry) 44% Indigenous
Language:	60% Spanish 40% various indigenous languages
Religion:	Predominantly Roman Catholic and Mayan rites, but increasing membership of Protestant denominations, particularly Pentecostal churches.
Poverty:	53.3% live on less than US\$1 (1989) 90% of indigenous people living below the poverty line (1989)
Income Distribution:	59.6 Gini coefficient of nat. inc., poorest 10% possess 0.6%, richest 10% possess 46.6%
External Debt:	US\$3.4 billion
Major Exports:	Coffee, Sugar, Bananas, Oil, Cardamom
Employment:	4.9% official unemployment (1994) 30-40% est. underemployed (1994)
Education:	44.4% adult illiteracy (1995) 1.6% of GDP (65% allocated to primary and secondary schools)
Health:	49 per 1000 births infant mortality 2.1% GDP (1990)
UNDP rankings:	Human Development Index, 117 <sup>th</sup> out of 175 countries (1997) Gender-Related Development Index 107 <sup>th</sup> out of 146 countries (1997)