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World Food
Programme



Collaboration for strengthening resilience

Country case study

Guatemala

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1. Country and institutional context

1.1 Socio-economic indicators

Economic statistics suggest that conditions in the Republic of Guatemala are favourable; yet 75 percent of rural households live below the poverty line (World Bank, 2014). According to the Food and Agriculture Organization of the United Nations (FAO), Guatemala has one of the region's highest prevalence of undernourishment, affecting 15.6 percent of the population, and the highest rate of chronic malnutrition, with a prevalence of 48 percent among children under five years (World Health Organization). The preliminary report issued by the *Secretaría de Planificación y Programación de la Presidencia*¹ (SEGEPLAN) indicated that Guatemala failed to meet Millennium Development Goal 1, related to halving the number of people who suffer from hunger.

Food and nutrition insecurity, as well as poverty, mainly affect rural populations; 49.8 percent of children between 3 and 59 months suffer from stunting (chronic malnutrition), the highest chronic child malnutrition rate in Latin America and one of the highest in the world. This rate increases to 66 percent among girls and indigenous children in general, and to 90 percent among some populations of the western highlands in Guatemala.

Global and chronic malnutrition rates are higher in the rural areas of the country: global malnutrition affects 15.9 percent of the population in rural areas, whereas it affects 8.2 percent of the population in urban areas; and chronic malnutrition affects 58.6 percent of the population in rural areas and 34.3 percent in urban areas (*V Encuesta Nacional de Salud Materno Infantil 2008–2009*).

According to the *Ministerio de Agricultura, Ganadería y Alimentación*² (MAGA), 11 percent of the country's total land area – 1.9 million hectares, including eight departments, 47 municipalities and 3 237 villages – has the highest risk of drought.

1.2 National disaster risk management institutions

In 2006, the Government of Guatemala approved the National Plan for Disaster Risk Reduction in the 2007–2012 Development Processes. This includes interagency activities for reducing disasters and dealing with emergencies, and was promoted by SEGEPLAN in coordination with the *Secretaría de la Coordinadora Nacional para la Reducción de Desastres*³ (Se-CONRED).

In 2008, the 2009–2011 National Disaster Prevention and Mitigation Programme was established, with the aim of putting in place measureable and verifiable short-, medium- and long-term processes, including the development of the National Risk Management Policy and Strategy.

In 2009, the Disaster Risk Reduction Dialogue Roundtable was officially launched as a way to bring together representatives from the public sector, civil society and international cooperation to forge consensus on risk-reduction initiatives to be implemented in the country.

1 Planning and Programming Secretariat of the Office of the President.

2 The Ministry of Agriculture, Livestock and Food.

3 Disaster Reduction Coordination Secretariat.

Considering the threats and vulnerabilities that affect Guatemala⁴, and in view of the country's efforts to regulate institutional risk-management procedures, steps have been taken to strengthen resilience in the economic, natural, social, physical and human capitals that drive development. This has involved moving from a conceptual framework centred on disaster response to an intervention framework centred on risk and its determining factors (vulnerability and threat), while at the same time focusing on the functions that the various stakeholders would need to assume to reduce vulnerabilities and strengthen resilience.

Following the approval of the National Risk Policy in 2011, Se-CONRED was designated as the agency responsible for coordinating institutions and organizations to implement this policy; it was also decided that interventions should include the following approaches: (i) identification and analysis of risk evaluation; (ii) preparation of capacities and conditions given the risks identified; (iii) risk management (mitigation, transfer and adaptation); and (iv) post-disaster recovery.

Based on the Se-CONRED mandate, the organizational structure currently in place to implement activities at the national, departmental, municipal and local levels, respectively, is as follows: CONRED; the *Coordinadora Departamental para la Reducción de Desastres*⁵; the *Coordinadora Municipal para la Reducción de Desastres*⁶; and the *Coordinadora Local para la Reducción de Desastres*⁷.

Se-CONRED has promoted the development of institutional disaster response plans at the government institutional level in order to have clear protocols of action plans to address the damages caused by the impact of an adverse event. Furthermore, MAGA is responsible for agricultural, livestock and hydrobiological production; therefore, according to Article 29 of the 114-94 Decree of the Congress of Guatemala, and Government Decision 338-2010, it has the responsibility to formulate policies and develop mechanisms that contribute to and protect the food and nutrition security of the population in Guatemala.

Accordingly, following the impact of an event in the country, the interagency coordination units have implemented comprehensive projects to restore development funds. Nonetheless, it has been impossible to fully finance these projects with government funds, thus requiring support from international cooperation. This has resulted in joint government/international cooperation programmes and projects developed and implemented in areas among population groups that are vulnerable to various threats.

Given the frequency of threats impacting the country and the limited government funds to finance programmes and projects aimed at increasing the resilience of the population, it is challenging to support those most in need. Therefore, it is crucial to implement projects that aim to contribute to the development of the population in Guatemala and address the needs of vulnerable populations. Furthermore, international cooperation should be considered as a strategic partner for the implementation of projects and to ensure the efficient and effective use of resources.

4 The 2015 Global Climate Risk Index ranks Guatemala as the ninth country most affected by extreme weather events in the last 20 years, and calculates that over 80 events occurred in this period, causing GDP losses of over USD 470 million. The same source shows that Guatemala has been the country most affected by adverse weather events in the region, which puts communities under constant threat and limits their capacity to react and recover. In particular, this affects low-income groups and communities that do not have regular access to basic services. This situation is exemplified by the fact that Guatemala has been suffering from the coffee leaf-rust disease (roya) for the last three years, compounded by the lengthy heat wave in 2014, which undermined household food security.

5 The Departmental Disaster Reduction Coordination Unit.

6 Municipal Disaster Reduction Coordination Unit.

7 Local Disaster Reduction Coordination Unit.

2. Current strategies of the three agencies to strengthen resilience in Guatemala

2.1 Food and Agriculture Organization of the United Nations (FAO)

FAO Guatemala's approach

- Provision of technical support to the country in terms of food and nutrition security, rural territorial development and efficient, sustainable and resilient agricultural production.
- Risk management with an integrated watershed management approach.
- Provision of training to farmers to restore livelihoods and increase resilience to all types of adverse events.

The resilience strategy in Guatemala takes into account the 2013–2016 FAO Country Programming Framework, which was developed with Government counterparts and contains strategic elements that guide FAO cooperation over a four-year period to support national priorities. It falls within the scope of FAO's Strategic Objective 5: Increase the resilience of livelihoods to threats and crises. In pursuit of this objective, FAO is supporting the Government through the following four integrated and complementary lines of work that jointly promote a programmatic approach and contribute to strengthening livelihood resilience.

- ▶ **Create an enabling environment:** Institutional capacities at all levels are strengthened to ensure the strategic inclusion of risk management and resilience for food and nutrition security in the formulation and implementation of policies, laws and strategies.
- ▶ **Watch to safeguard:** Support is provided on information management, early warning, risk analysis and surveillance systems for multiple risks to agriculture, food and nutrition, such as the crop monitoring and harvest forecasting system, food and nutrition security forecast, price monitoring and family reserves of basic producer grains, functioning of the MAGA Damage Committee and geographic information system.
- ▶ **Apply risk prevention and mitigation measures:** Support is provided to continue implementing the *Programa de Agricultura Familiar para el Fortalecimiento de la Economía Campesina*⁸ (PAFFEC), and promote sustainable livestock breeding, sustainable use of firewood, watershed management, forest restoration, water management for family and commercial productive processes, capacity building and the development of community disaster risk management plans. The main goal is to establish and/or strengthen efficient and sustainable food systems, covering the four dimensions of food and nutrition security, from production to consumption and biological use of sufficient, safe and nutritious food.
- ▶ **Prepare to respond:** The Government receives support to set up seed and basic grain reserve mechanisms, and prepare contingency plans for the agriculture sector and food security at the national and local levels, as well as for the national agriculture survey, risk evaluation and implementation of contingency mutual funds.

8 Family farming programme to strengthen the peasant-farmer economy.

The actions undertaken by FAO focus on recovering human, economic, social, physical and natural capital, and helping families to adapt to natural and anthropogenic threats, as well as social, economic and political instability, with the aim of increasing their resilience. This will be achieved through strategies that enable the management of risks with a forward-looking and corrective approach. This entails building capacities for adaptation and change among the most vulnerable families by implementing good practices or technological innovations related to the sustainable management of the watershed, soil, water, forest and agricultural production, in addition to human capital training and strengthening and community organization.

The actions and strategies implemented represent pilot experiences, which are taken into account for boosting, designing or updating mechanisms that regulate or legislate the work of the agriculture and food security sectors in Guatemala.

2.2 World Food Programme (WFP)

WFP Guatemala's approach

- Rehabilitation of degraded environments and improvement of land productivity.
- Support to households in creating and recovering their productive assets.
- Reduction of vulnerabilities and improvement of food and nutrition security through comprehensive measures, including interventions in the areas of water and sanitation, basic infrastructure, disaster risk reduction and technology transfer.
- Capacity building in risk reduction, resilience and prevention of nutrition deterioration at three levels, including communal, municipal and departmental, and gender empowerment.

The 2015–2019 Country Programme (200461) is closely related to the national policies and strategies for building resilience and food and nutrition security. WFP promotes the Resilient Communities Programme (ComRes) by providing assistance in the form of food, cash and vouchers to foster the protection of natural resources among the most vulnerable communities, with evidence of good and best practices; and by proposing to advocate, publicize, and scale up the programme in Guatemala's Dry Corridor. Its main objective is to reduce the vulnerability of food-insecure households by creating and increasing resilience among rural communities in the Dry Corridor in Guatemala, contributing to their adaptation to climate change in the short, medium and long term, in the departments of Zacapa, Chiquimula and El Progreso. This programme contributes to strengthening the PAFDEC. In collaboration with MAGA, other partners are involved in the implementation, such as SESAN, the nine municipalities of the intervention areas, the Ministry of Social Development and the Ministry of Health and Public Welfare, among others.

Within this framework, WFP addresses the issue of food insecurity in the Dry Corridor through two approaches: (i) political advocacy to build a partnership for resilience, with a medium- and long-term focus; and (ii) advocacy and the scaling-up of its interventions. MAGA is the main partner in the framework of the National Integrated Rural Development Policy.

The ComRes programme is also linked to the Government's strategy for reducing chronic malnutrition and food insecurity under the "Zero Hunger Plan", which targets the 1 000-day window. WFP has

contributed to the creation of the Opportunities Programme in the Dry Corridor, created by the Government of Guatemala to provide assistance to households affected by the long heat wave and create assets, enabling the affected families to recover their livelihoods.

The ComRes programme's action plan focuses on the following four areas:

- ▶ Rehabilitation of degraded environments in watersheds at community level;
- ▶ Strengthening of institutional capacities and development of local capacities;
- ▶ Promotion of production systems, sustainable livelihoods and marketing; and
- ▶ Knowledge management.

The approach improves the livelihoods of subsistence farmers who have been affected by recurrent climatic events, such as prolonged heat waves and floods. In coordination with the Government of Guatemala, sustainable livelihoods are promoted through food, cash or vouchers for the creation of assets and food, and cash or vouchers for training. The training and asset-creation activities focus on conservation techniques for collecting water, improving land productivity, restoring environments, preventing the deterioration of natural resources and enabling communities to adequately adapt to climate change.

2.3 International Fund for Agricultural Development (IFAD)

IFAD Guatemala's approach

- Provides a solid platform to discuss rural policies and to highlight the importance of the sustainability of investments in agriculture and rural development to reduce poverty and increase food security.
- Provides the Government with funds for rural development, technical assistance, research and public policy advocacy.
- Allows for the implementation of field activities, providing a platform of financial resources and investments for farmers through the Government.

IFAD strategic planning includes the document that guides operations in Guatemala, the Results-Based Country Strategic Opportunities Programme (RB-COSOP), which is aligned with the country's poverty-reduction and rural development policies. The current RB-COSOP sets the following strategic objectives:

- ▶ Promote the market-oriented development of rural businesses and microenterprises, both related and unrelated to agriculture;
- ▶ Develop social and human capital; and
- ▶ Enhance dialogue on policies and sector planning in favour of poor rural population groups.

The above-mentioned objectives are aligned with three objectives of the National Integrated Rural Development Policy:

- ▶ Plan rural development on the basis of land use management, on a decentralized basis;
- ▶ Promote social participation in the processes of formulating and implementing public policies on integrated rural development; and
- ▶ Promote an economic and socio-environmental model in rural areas, involving the democratization of access to means of production among the people identified by this policy.

Within the above-mentioned strategic framework, IFAD is implementing two rural development programmes in Guatemala, both through MAGA, with a total funding of USD 74 million. The *Programa Nacional de Desarrollo Rural – Región Oriente*⁹ (PNDR–Oriente) is located in the country's Dry Corridor. It implements actions to enhance absorption (e.g., support to the PNDR–Oriente programme through the provision of environmentally-friendly cooking stoves to reduce the consumption of firewood as an energy source, training and technical assistance to producers); adaptation (rehabilitation of six irrigation units whose useful life has expired); and processing capacities (building resilience in agricultural production activities, actions related to knowledge management, such as the strengthening of platforms for dialogue and decision-making at the local level).

9 National Rural Development Programme – Eastern Region of Guatemala.

3. SWOT analysis of the three agencies on joint resilience efforts in Guatemala

SWOT	Description	Recommendation
Strengths	<ul style="list-style-type: none"> High capacity to influence Government policies and strategies both at the national and local levels. High synergy and complementarity in the efficient use of technical, human and financial resources. Geographical convergence of the intervention area (the Dry Corridor of eastern Guatemala). This strengthens collaboration to complement activities and forge synergies. The three agencies support the Government on disaster reduction and increasing resilience. 	<ul style="list-style-type: none"> Design and implement the interagency resilience programme in a selected area of the Dry Corridor. Facilitate technical coordination of actions through the PNDROriente programme, implemented by MAGA. Develop efficient and effective management models of resilience with potential for scaling up, in which the Government of Guatemala can request reimbursable funds from IFAD for their implementation. Advocate for the institutionalization of the process of creating resilience among the country's vulnerable communities, jointly as a single United Nations initiative.
Weaknesses	<ul style="list-style-type: none"> Results of joint work often presented separately without acknowledging the added value of working together. Emerging strategy on the promotion and visibility of joint work. Weak system for monitoring and evaluating joint programmes. 	<ul style="list-style-type: none"> Jointly systematize the progress made and lessons learned to share good practices and successful experiences. Improve coordination among the agencies' communication and public information units to improve visibility of joint actions. Develop and implement a specific monitoring and evaluation plan for the joint programme. Establish strategic partnerships with actors involved in risk management and resilience of livelihoods processes.
Opportunities	<ul style="list-style-type: none"> Engage in political dialogue on resilience, enabling this topic to be included in the subsequent Government's agenda. Incorporate lessons learned and approaches for livelihood resilience in local planning in the medium and long term. Access a wide range of stakeholders to create synergies in implementing the resilience programme. Strengthen interagency work through a specific joint programme that can contribute to achieving Pillar 1 of the United Nations Development Assistance Framework, aimed at inclusive and sustainable development. 	<ul style="list-style-type: none"> Advocate among Government decision-makers for the inclusion of resilience in public policies. Disseminate the joint resilience programme among various stakeholders for them to take part in the process. Take into account the lessons learned of the joint programme to accelerate the empowerment of rural women with the participation of the three agencies.

SWOT	Description	Recommendation
<p>Threats</p>	<ul style="list-style-type: none"> • Instability and turnover among the national counterparts. • Donors prioritize response actions to the detriment of risk management programmes. • Insufficient Government funding to complement the funds needed for the resilience programme. • Lack of visibility, among donors and international cooperation agencies, of the most vulnerable populations affected by high levels of inequality in the country, even if it's considered a middle-income country. 	<ul style="list-style-type: none"> • Advocate for the allocation of resources in the Government budget, and ensure the continuity of the counterparts' technical staff. • Participate in donor conferences to raise awareness on medium- and long-term actions. • Develop a common strategy for resource mobilization

4. Management strategies to strengthen coordination among the three agencies

Within the framework of the National Integrated Rural Development Policy, the Zero Hunger Pact, the National Food and Nutrition Security Policy and PAFFEC, the Government of Guatemala (through MAGA and the *Secretaria de Seguridad Alimentaria y Nutricional*¹⁰), in collaboration with IFAD, WFP and FAO, has made progress in developing a joint vision on resilience in Guatemala's Dry Corridor.

Pilot project to be implemented in the Dry Corridor by the Government of Guatemala, with support from FAO, IFAD and WFP

The joint programme to promote community resilience in the Dry Corridor of eastern Guatemala prioritizes actions in the departments of Jalapa, Zacapa and El Progreso. All three departments share common characteristics in terms of poverty and extreme poverty, child malnutrition, rainfall, drought threat and deficits in access to water, basic sanitation services and housing conditions. These factors exacerbate the vulnerability of the population, mainly among rural groups, and play an important role in respiratory infections and diarrhea.

It also provides for gender and indigenous peoples to be included in the actions, with the aim of maximizing the efforts among vulnerable groups.

The objective of the IFAD/FAO/WFP joint initiative is to contribute – given their expertise, mandate and approaches – to reducing the vulnerability of households, and strengthening the resilience of livelihoods and food systems among the poorest and most vulnerable rural population groups living in food and nutrition insecurity. It is also intended to improve coordination, comprehensiveness and complementarity of actions of the three agencies. Finally, the ultimate result of the joint initiative will be the systematization of pilot experiences to develop policies to address risks, and the development of capacities for its implementation, taking into account the specific needs of the most vulnerable populations.

This common approach is based on contributing to a wide-ranging political dialogue among the various stakeholders at the central and local levels (including the private sector, universities, and non-governmental organizations), along with Guatemalan society and international cooperation. It seeks to contribute to the harmonization of the work of the three agencies, which converges in the search for solutions, requiring integrated, multisectoral responses and participation by the main stakeholders. It aims to create strategic partnerships and scale up efforts in Guatemala's Dry Corridor. The integrated approach acknowledges the multiple underlying and immediate causes of the challenge posed by disaster risk management and resilience strengthening to increase food and nutrition security. The approach is focused on resilient livelihoods and food systems and institutional strengthening at the local level, and is based on priority environments.

This initiative's identified beneficiaries at country level are: (i) community organizations, local governments and micro-regions/communities; and (ii) family and small-scale farmers, who are

10 The Secretariat of Food and Nutrition Security.

vulnerable to food and nutrition insecurity and exposed to the negative impacts of extreme weather events, other natural and anthropogenic threats and environmental degradation.

The area and priority actions of the initiative will be defined according to the criteria that include poverty and extreme poverty; chronic and severe acute malnutrition rates; recurrence of drought (maize and beans should be planted in the areas of cultivation affected by drought); incidence of moderate and severe food and nutrition insecurity; women-headed households and households that have lost crops, including women of childbearing age or lactating women and/or those with children under five years and indigenous populations.

The joint initiative is based on the following strategic pillars:

Pillar 1: Provide a timely and effective humanitarian response to the population affected by disasters that impact on food security and nutrition. This refers to the humanitarian response processes for development, which are implemented according to the needs of vulnerable populations affected by an adverse event. It aims to develop recovery capacities in a coherent and integrated manner based on creating and strengthening resilience through intersectoral and intragovernmental partnerships. This strategic pillar contributes to the overall strengthening of the resilience of vulnerable people.

Pillar 2: Strengthen local governance and institutional frameworks for risk reduction. This refers to the ability of the agencies to promote reconstruction processes and increase resilience to ensure food and nutrition security. For this pillar, Government leadership is vital as it promotes the harmonization of intersectoral and intragovernmental efforts to contribute to ensuring relevance and to sustaining achievements, adhering to the priorities and strategies of the national and local actors, including local communities, its members and organizations.

Pillar 3: Increase dissemination of and investment in prevention practices and risk mitigation. This supports the protection of vulnerable groups to ensure sustainable livelihoods. It includes initiatives with medium- and long-term impacts, mainly to ensure food and nutrition security. For the implementation of this pillar, investments are required to establish or enhance monitoring systems, including baselines and evaluation to generate rigorous evidence of the most effective processes as well as those that provide the best cost-benefit value.

Addressing actions to strengthen resilience under this integrated approach facilitates the response to the needs of vulnerable populations, which is the main focus of the initiative.

Planned activities entail coordination among IFAD, FAO and WFP, as follows.

Strategic pillar	Activities		
	FAO	IFAD	WFP
Provide a timely and effective humanitarian response to the population affected by disasters that impact on food security and nutrition	Implementation and development of early warning systems at the local (surveillance sites) ¹¹ , national and global levels (the Global Information and Early Warning System on Food and Agriculture ¹² and the Agriculture Stress Index System) ¹³ .		Implementation of early warning systems at the local level (surveillance sites), community disaster response teams, including <i>Equipos Comunitarios de Respuesta a Desastres</i> ¹⁴ , and Emergency Food Security Assessments.
	Distribution of subsidized agricultural inputs and capacity building to restore efficient and sustainable food systems.		Distribution of food and food vouchers, cash for work, attention to moderate acute malnutrition at community level (in coordination with the <i>Ministerio de Salud Pública y Asistencia Social</i> ¹⁵ and SESAN) to mitigate the effects of drought and prevent the deterioration of nutrition through fortified complementary food.

11 <http://www.sesan.gob.gt/index.php/noticias/descarga-documentos/41-sitios-centinela/file>.

12 <http://www.fao.org/giews/english/index.htm>.

13 http://www.fao.org/giews/earthobservation/asis/index_1.jsp?lang=en.

14 <http://www.wfp.org/food-security/assessments/emergency-food-security-assessment>.

15 The Ministry of Public Health and Social Welfare.

Strategic pillar	Activities		
	FAO	IFAD	WFP
Strengthen local governance and institutional frameworks for risk reduction	Development of participatory plans for the sustainable management of the micro-watershed and implementation of micro-watershed management subcommittees.		Development of community plans for the implementation of food/voucher/cash-for-work activities and a community education strategy on reducing risk and preventing malnutrition.
	Risk management and community resilience, with an integrated approach on watershed prevention, chronic malnutrition (1 000-day window), improvement of food practices, soil conservation techniques and community work.		Training on sustainable management of micro-watershed, good agricultural practices and agroforestry systems, technology for sustainable management of natural resources (water, soil and forest) and community organization.
Increase the dissemination of and investment in prevention practices and risk mitigation	<p>Development and set up of community or family infrastructure to enhance family agriculture, water irrigation management and storage of basic grains.</p> <p>Diversification of agricultural production, establishment/development of efficient and sustainable food systems, dissemination of agroforestry systems and good agricultural practices, establishment of community funds (savings and loan and mutual fund for contingency), community and family income-generating activities, identification of public-private partnerships, promotion of practices to overcome the uncertainty of tenure and land use agreements and community activities.</p>	<p>Knowledge management related to activities implemented by FAO and WFP for their expansion across the country.</p> <p>Promotion of the establishment of an intersectoral dialogue on resilience focused on food security (policy dialogue), led by the Government.</p>	<p>Coordination and monitoring of community work to develop work on soil and water conservation and basic community infrastructure.</p> <p>Strengthening of small-scale farmer organizations (basic grain and other food products) for WFP programmes and other markets to generate income locally (Purchase for Progress).</p>

4.1 Sustainability and management strategy of the joint initiative

The interventions seek to emphasize and support, in a transversal manner, national and local risk reduction initiatives against climate change and variability, and strengthen national food security. The initiative is also consistent with the priorities, policies and plans of the Government and its actions will be implemented through national authorities, which will ensure the sustainability of the results.

A three-level structure is envisaged, led by the Government of Guatemala, which will enable the institutionalization of the initiative and ensure its success. The management functions and hierarchical relations are as follows: the *Comité Directivo Nacional*¹⁶, the *Comité Gerencial del Programa*¹⁷ and the *Coordinación Técnica y Operativa del Programa*¹⁸. The Government, IFAD, FAO and WFP will provide technical staff for the implementation of activities specified in the work plan, in accordance with their institutional mandates. They may be supported by implementing partners.

To achieve sustainability in the long term, the focus of the joint initiative is based on the following aspects:

- ▶ Strengthening of capacities at local level of the Centro de Aprendizaje para el Desarrollo Rural and the Comisiones comunitarias de seguridad alimentaria y nutricional; at departamental and municipal levels of the Consejos Municipales de Desarrollo, the Comisiones municipales de seguridad alimentaria y nutricional; and at national level of SESAN and MAGA.
- ▶ Empowerment of Government institutions that will ensure capitalization and replication in other communities, municipalities and departments within the country.
- ▶ Knowledge management through systematization of lessons learned and successful experiences to register and serve as reference for future actions.
- ▶ Resource mobilization at local level through increased allocation by the development councils; at national level through increased ministerial budgets; and externally through international cooperation and public-private partnerships.

4.2 Coordination, monitoring and evaluation

Each organization involved in the joint initiative will implement actions relevant with their work as previously described. The initiative does not constitute a contractual agreement but rather a guide for project development and coordinated and mutually reinforcing programmes to maximize impact and coordination.

For the territories where the initiative or part of the initiative will be jointly carried out, implementing partners will establish an intersectoral coordination and monitoring committee at the local level to ensure coherence among activities and monitoring of results. A baseline will be developed, which will serve as an initial diagnosis of the situation; an interim evaluation will be carried out of the pilot programme; and a final evaluation will be undertaken to assess the impact of the joint programme.

16 The National Steering Committee.

17 The Programme Management Committee.

18 The Programme Technical and Operational Coordination.

The overall monitoring of the initiative will be carried out through the collection and analysis of information, and its consolidation in six-month reports. Through national counterparts, it will seek to share lessons learned using existing national networks in the project area. It will coordinate and inform national media agencies on the implementation and results of the actions taken in order to increase awareness on their achievements.

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