

**Joint SDG Fund**  
 Template for the Joint Programme  
 Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Date of Report:** 28/02/2023

### *Programme title and country*

**Country:** Guatemala  
**Joint Programme (JP) Title:** Strengthening the financial architecture for the financing of the Great National Crusade for Nutrition of Guatemala  
**MPTF Office Project Reference Number<sup>1</sup>:** 00122136

### *Programme Duration*

**Start date<sup>2</sup>** (day/month/year): 01/06/2020  
**Original End date<sup>3</sup>** (day/month/year): 01/06/2022  
**Current End date<sup>4</sup>** (day/month/year): 12/31/2022  
  
**Have agencies operationally closed the Programme in its system:** YES  
**Expected financial closure date<sup>5</sup>:** 31/12/2022

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<sup>1</sup> The MPTF Office Project Reference Number is the same as the one on the notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

<sup>2</sup> The start date is the date inserted in the original PRODOC submitted and approved by the Joint SDG Fund.

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a program completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>5</sup> Financial Closure requires the return of unpaid balances and submission of the [Certified Final Financial Statement and Report](#).

| <b>Program Budget (US\$)</b>   |                             |                     |                       |  |
|--|-----------------------------|---------------------|-----------------------|--|
| <b>Total Budget</b> (as per program Document, without co-funding): <b>\$991,209.00</b>             |                             |                     |                       |  |
| <b>Agency/Other Contributions/Co-funding</b> (if applicable): \$105,000.00                         |                             |                     |                       |  |
| <b>Joint SDG Fund contribution<sup>6</sup> and co-funding breakdown by recipient organization:</b> |                             |                     |                       |  |
| Agency/others  | Joint SDG Fund contribution | Co-funding          | Total                 |  |
| UNICEF   | \$666,304.00                | \$80,000.00         | \$746,304.00          |  |
| UNDP   | \$324,905.00                | \$25,000.00         | \$349,905.00          |  |
| <b>Total</b>   | <b>\$991,209.00</b>         | <b>\$105,000.00</b> | <b>\$1,096,209.00</b> |  |

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<sup>6</sup> Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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## Acronyms and Abbreviations

|          |  |
|----------|--|
| ABA      | Accelerator and Bottleneck Assessment                      |
| CABEI    | Central American Bank for Economic Integration             |
| CONASAN  | National Council for Food Security and Nutrition           |
| IDB      | Inter-American Development Bank                            |
| IFAD     | International Fund for Agricultural Development            |
| GCNN     | Great National Crusade for Nutrition                       |
| GDP      | Gross Domestic Product                                     |
| INFF     | Integrated National Financing Framework                    |
| JP       | Joint Program  |
| MAGA     | Ministry of Agriculture, Livestock and Food                |
| MINEDUC  | Ministry of Education                                      |
| MINFIN   | Ministry of Public Finance                                 |
| MSPAS    | Ministry of Public Health and Social Assistance            |
| RBM      | Results-based Management                                   |
| SAN      | Food and Nutrition Security                                |
| SDGs     | Sustainable Development Goals                              |
| SEGEPLAN | Secretariat for Planning and Programming of the Presidency |
| SESAN    | Food and Nutrition Security Secretariat                    |
| SIECA    | Secretariat for Central American Economic Integration      |
| UNDP     | United Nations Development Program                         |
| UNICEF   | United Nations Children's Fund                             |
| USAID    | United States Agency for International Development         |
| WFP      | World Food Program   |

## Executive Summary

The Joint Programme “Strengthening the Financial Architecture for the Financing of the Great National Crusade for Nutrition of Guatemala,” [*Gran Cruzada Nacional por la Nutrición (GCNN)*] implemented by UNICEF, UNDP, and WFP, as an advisory agency, estimated the cost of interventions, funding gaps, in 114 prioritized municipalities and institutional bottlenecks, providing a detailed pilot exercise and analytical baseline for budget preparation and expenditures allocation, which can be used as a reference/scale up in other municipalities. It also investigated potential sources of resource mobilization for the Great National Crusade for Nutrition of Guatemala.

The technical assistance provided by the Joint Programme and the involvement of experts and public officials from the relevant entities were essential in aligning the GCNN objectives with the Results-based Management (RBM) budgeting approach. The JP also defined and applied a methodology that quantified the costs of GCNN interventions by line of action, entity and type of budget. Based on the average GCNN target, which established a 20 percentage point increase in the coverage of goods and services in each line of action in 114 prioritized municipalities, a financial gap equivalent to 1.22% of GDP was established. An alternative scenario was set to cover 100% of the gap for goods and services in the prioritized municipalities, resulting in a financial gap of 4.7% of GDP. As a result of the Joint Program, the Government of Guatemala has a methodology to estimate the cost of implementing GCNN interventions aligned with Results-based Management at the national and local levels in three pilot municipalities.

According to the JP’s findings, additional resources to finance the expansion of GCNN interventions should come primarily from budget resources, considering it is a national development priority. In 2023, as proposed by the Executive, the Guatemalan Congress approved the national budget allocating Q474.3 million (USD60 million approximately) to strengthen the GCNN, considering the results of the JP, which were used during the budget preparation phase. Funds available from loans to improve food security and nutrition as well as support from several entities, companies, civil society organizations, and foundations for food security and nutrition programs were also identified. It should be noted that the sustainable expansion of GCNN will require additional efforts by the Government and the availability of alternative and significant resources that can be mobilized.

The scale of the gaps, the lack of alternative sources of financing, and the annual budget approval and execution modality in Guatemala could make it challenging to ensure the sustainability of the GCNN. In this regard, the Government of Guatemala could manage targeted operations in the short term with multilateral cooperation sources, design a financing plan to free up funds available from recurrent sources, and access public credit to finance expansion.

## Context

The 2014-2015 National Maternal and Infant Health Survey shows that 46.6% of children under five years of age are classified as stunted because of their height and weight. For decades, the Government has implemented actions aimed at fighting against malnutrition. However, in the last 20 years, these efforts have shown limited results, with a prolonged reduction in the prevalence of chronic malnutrition. Recent evaluations in Guatemala have found that isolated interventions had no impact. At the same time, programmes implemented jointly and integrally appeared to positively impact the nutrition of children under 5 years of age. Other challenges identified were that strategies neither included their own budget nor identified/quantified the cost of generating the goods and services (interventions) that would be delivered to the population by the different ministries.

To address the problem, in 2020, the Government presented the Great National Crusade for Nutrition (*Gran Cruzada Nacional por la Nutrición*, GCNN), proposing to expand the interventions into five lines of action (health and nutrition; availability and access to a healthy diet; social protection; safe water, sanitation, and hygiene; and communication for a social and behavioral change) to reduce malnutrition in children under 5 years old, girls and women, and rural and indigenous populations in poverty or extreme poverty. This area of action is a strategic goal in one of the ten National Development Priorities related to food and nutrition security, and it is in correspondence with two pillars of the UNSDCF 2020-2024 related to building strong institutions (i.e., public financial management) as well as food and nutrition security and social protection.

The United Nations System (UNS) joined the Government's effort through a Joint Program (JP) "Strengthening the financial architecture for the financing of the Great National Crusade for Nutrition in Guatemala," which contributes to the achievement of the Sustainable Development Goals (SDGs) 2, 5, 10, 16 and 17. The overall objective of the JP is to support the improvement of public finances in Guatemala based on the Integrated National Financing Framework's Assessment (INFF) and Diagnostics building block. Specifically, the aim is to promote the medium-term sustainability of GCNN. The INFF seeks to improve the sustainability of public finance architecture, sustainability, and monitoring of public resources oriented to the implementation of the GCNN, as well as the public-private partnerships required for the coordinated and sustained implementation of the interventions contemplated. The JP was financed with funds from the Joint SDG Fund, with technical support from the United Nations Children's Fund (UNICEF), the United Nations Development Program (UNDP), and the World Food Program (WFP).

In this context, the JP's objective was to support the improvement of Guatemala's public finances to ensure the medium-term sustainability of the GCNN. This JP proposes to:

- a) Determine the cost of the GCNN, including all its programs, subprograms, activities, and interventions, through joint work with the relevant implementing ministries and municipal governments prioritized by the GCNN.
- b) Identify the GCNN funding gap in line with the 2021-2025 Food and Nutrition Security Strategic Plan. This output includes the assessment of public and private financing sources available for GCNN's implementation and the documentation of the institutional bottlenecks.
- c) Develop recommendations based on the financing exercise to identify scenarios for the mobilization of public and private financial resources, as well as the establishment of partnerships.

The JP's intervention logic was given by its theory of change as follows:

**If** the financial planning competencies of the institutions involved in the Great National Crusade for Nutrition are strengthened; **if** the Government leads an ad hoc multisectoral costing exercise, based on demand estimates, for GCNN interventions at the central and local level; **if** the gaps in human, material and financial resources for the provision of comprehensive services in a given territory are identified; and **if**, based on the identified gaps, recommendations for financing and partnerships are developed that include the use of public and private resources in GCNN's implementation; **then** a costing tool grounded in results-based management will be available to strengthen multi-year budget formulation and execution processes, to promote the medium-term sustainability of GCNN, thus accelerating the achievement of SDGs 2, 5, 10, 16 and 17.

A costing exercise was considered strategic by the Government and the UN system, as it would support public entities involved in GCNN implementation in strengthening their financial planning competencies so that, based on the results-based methodology, the number of resources required could be determined, as well as the output and sub-output indicators so that each institution can implement the planned actions in prioritized

municipalities. This costing, in turn, would also help determine gaps in financial, human, and material resources, which would constitute important evidence for the Government to conduct an informed dialogue with different sectors (private, civil society, religious, etc.) and facilitate the mobilization of public and private sources of financing to address chronic malnutrition. The costing exercise was envisioned to facilitate the formulation of the annual and multi-year national budget, as was effectively the case for the 2023 national budget.

## Joint Programme Results

As a result of the Joint Program, the Government of Guatemala has a methodology to estimate the cost of implementing GCNN interventions aligned with Results-based Management at the national and local levels in three pilot municipalities. Also, it quantified the financial gap that must be financed through a strategy that allows the mobilization of significant amounts of resources between 1.2% and 4.7% of GDP. Five institutional bottlenecks were also identified (limited capacity for public procurement planning; insufficient allocation of resources for the GCNN lines of action; absence of a social protection policy; limited intra- and inter-institutional coordination; lack of knowledge and awareness of the Social and Behavioral Change Strategy) considering their importance and management feasibility. For this purpose, an implementation plan proposal was placed, with 11 solutions linked to national priorities and 16 activities identifying the partners for the implementation. Finally, support for the GCNN were identified from international cooperation, the private sector, foundations, and civil society organizations.

The JP objective included the presentation of recommendations to identify this mobilization strategy. However, the JP recommendations identify the resources to cover a tiny percentage of the gap, which does not ensure medium-term sustainability for expanding interventions. Even when partnerships are identified and the Central Government mobilizes resources, a considerable resource gap will still require a financing strategy to ensure medium-term sustainability.

The main lessons learned from running the JP are the following:

- a) The methodology used by the JP can be replicated to estimate the cost of the results of the central government spending programs. Adopting the RBM in Guatemala is an opportunity to implement and enrich the JP methodology.
- b) Financing and gap calculation exercises are helpful to government for decision making and are relevant to identify funding sources to be mobilized. These exercises provide a prospective scenario to measure the need to close gaps and estimate the impact on person's lives, especially if progress is sought in the achievement of a SDG.
- c) It highlights the importance of strengthening the inter- and intra-institutional plan/budget.

The following good practices were identified:

- a) Implement inter-institutional activities to define the goals of the strategic programs for the Government.
- b) Propose the definition of institutional goals as a participatory process and favor the appropriation of goals and strategies.
- c) Have multidisciplinary technical assistance or complementary approaches from UN agencies. Consistency between agencies is critical for support.

## 1. Overview of Strategic Final Results

### 1.1 Overall assessment

Under the leadership of the Secretariat for Food and Nutrition Security and with technical support from the JP, 15 public institutions developed a costing tool for 48 public interventions identifying gaps amounting to USD1,084.9 million (1.2% of GDP) to improve the coverage of services in 114 municipalities. The technical exercise resulted in the mobilization of USD60.6 million in the approved 2023 public budget to finance nutrition, health, social protection, WASH, and ECD programs. A costing exercise was implemented locally in 3 municipalities, where gaps amounting to USD62.5 million were found. Institutional bottlenecks were documented, and partnerships were recommended.

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations (achieved desired JP results)
- Satisfactory (majority of expected JP results achieved but with some limits/adjustments)
- Not satisfactory (majority of expected JP results not completed due to unannounced risks/challenges)

The JP goal was achieved by:

- i. GCNN operational cost estimation
- ii. GCNN funding gap estimation
- iii. Identification of potential institutional bottlenecks to strengthen the GCNN
- iv. Preparation of recommendations to identify scenarios for mobilizing financial resources and possible partnerships for specific programs within the GCNN

The following actions were also adopted:

- i. Formulation of three municipal pilot plans to implement the GCNN.
- ii. Review of reporting for monitoring expenditure related to GCNN interventions.

### 1.2 Key results achieved

Among the results achieved by the JP that are essential to the modernization and strengthening of Guatemalan public finances are the following:

- i. Strengthening the Guatemalan fiscal system: the different levels of the Guatemalan Government have a technical tool for implementing practical actions within the framework of the GCNN. In this regard, the JP has the following:
  - a. A methodology to assess the GCNN costs. In particular, the cost of GCNN interventions is available based on potential demand disaggregated by gender, age group, and geographical location;
  - b. Flexibility in implementing policies to cover interventions based on the availability of resources and the local governments' political, financial, and technical disposition to join the GCNN;
  - c. It strengthens medium-term fiscal forecasts within the framework of expanding the plan-budget coordination to define the expected results of GCNN interventions;
  - d. It includes the construction of technical capacities in the teams of municipalities and relevant implementing entities of the Central Government.
- ii. Knowledge of the funding gaps for GCNN interventions, which allows decision-making aimed at achieving specific outcomes for those interventions. These gaps were estimated for two coverage levels for GCNN interventions, including:
  - a. Estimates of gaps by lines of action, entity, and budget type,
  - b. Timely information that strengthens the definition of policies and the budget planning, formulation, and execution practices of each entity.
- iii. It expands institutional coordination and strengthens governance. The authorities have methodologies for identifying, evaluating, and proposing solutions to bottlenecks that can negatively influence implementing policies and interventions related to GCNN. In that regard, the JP allowed:
  - a. Identification of bottlenecks through the application of the ABA methodology with the participation of representatives of the relevant entities. Existing barriers in government purchase and procurement mechanisms, levels and practices of inter- and intra-



- institutional coordination, and limitations on financial and economic availability and access to natural resources were identified;
- b. Identification of the need to urgently address social protection policies' development, approval, and implementation;
  - c. Coordination of policies and proposals for interventions between entities of the Executive Branch and local governments;
  - d. Making available technical mechanisms for disseminating ABA results, mainly aimed at decision-makers and the technical teams of government agencies.

### 1.3 Results obtained on the Integrated National Financing Framework

| <b>Implementation Stages</b>           | <b>Planned (0%)</b>      | <b>Emerging (1-49% progress)</b> | <b>Advancing (50-99% progress)</b> | <b>Complete (100% progress)</b>     | <b>Previously completed</b> | <b>Not applicable</b>               |
|--|--------------------------|----------------------------------|------------------------------------|-------------------------------------|-----------------------------|-------------------------------------|
| <b>1 Inception phase</b>               | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>           | <input checked="" type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/>            |
| <b>2 Assessment &amp; diagnostics</b>  | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>           | <input checked="" type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/>            |
| <b>3 Financing strategy</b>            | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>           | <input type="checkbox"/>            | <input type="checkbox"/>    | <input checked="" type="checkbox"/> |
| <b>4 Monitoring &amp; review</b>       | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>           | <input type="checkbox"/>            | <input type="checkbox"/>    | <input checked="" type="checkbox"/> |
| <b>5 Governance &amp; Coordination</b> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>           | <input type="checkbox"/>            | <input type="checkbox"/>    | <input checked="" type="checkbox"/> |

The JP focused on stages 1 and 2 of an Integrated National Financing Framework (INFF) to support the Government of Guatemala. The results obtained are decisive inputs for the Government to define a financing strategy that allows financial sustainability in the execution of a strategic program such as the GCNN. In the medium term, the implementation of the INFF framework is expected to help accelerate the achievement of Sustainable Development Goals 2, 5, 10, 16, and 17. The advances in the building blocks of this INFF, which apply to the JP, are:

1. Inception phase: Upon the complexities derived from the impact of the COVID-19 pandemic, the government's decision to implement the GCNN required international cooperation to design a process that allows for a positive impact and sustainability of interventions against malnutrition. In response to the request, the Government and the relevant municipalities adopted the JP proposal to form the INFF, with the participation of officials and experts from different levels of these entities. Besides,
  - a) The Government facilitated access to the information available, which is necessary to assess the financial panorama as an initial phase in defining the INFF.
  - b) Two scenarios were developed from the available information to finance GCNN interventions: the first consisted of expanding the coverage by 20 percentage points, and the second brought coverage to 100 percent in 114 prioritized municipalities.
  - c) The implementation of the JP included the participation of key entities in the planning, budgeting, and execution of the interventions related to the GCNN. It was also established that the Food and Nutrition Security Secretariat (SESAN) would lead the government coordination.

It is important to point out that this technical assistance process had the political support of the authorities and the participation of the relevant technical staff of the participating institutions. The JP outcomes were timely presented and politically adopted by the authorities and the National Council for Food and Nutrition Security (CONASAN). It should be noted that the Government included in its Revenue and Expenditure Budget 2023 allocations for Q474.3 million to strengthen the GCNN.

2. Assessment and diagnosis phase: The JP carried out the following actions in the modality of joint work with the technical assistance and officials and experts of the relevant agencies:
  - a) Alignment of the GCNN with the Results-based Management modality: this process was carried out by using problematization in the analysis of malnutrition as a complement to UNICEF's model and the

instructions of the Ministry of Public Finance and SEGEPLAN for the formulation of the results-based budget.

- b) An annual costing exercise was conducted to establish the interventions corresponding to the GCNN. It considered the alignment of the GCNN with the Results-based Management and applied the bottom-up estimating approach of the United Nations and the European Union. It funds interventions by the line of action and allows a connection to the process by establishing financing gaps and a strategy for identifying possible sources of GCNN funding.  
The costing exercise strengthened the capacities of government entities related to the fight against malnutrition in the following areas:
- The technical basis of policy implementation through interventions.
  - Availability of the cost for interventions regarding the fulfillment of specific goals and other inputs necessary for the technical preparation of the institutional budget.
  - Knowledge transfer from the conceptual and technical tools that allow a cost analysis.
- c) Determination of financing gaps. The government document presenting the GCNN includes comprehensive goals. Therefore, the financing gaps were estimated by evaluating the difference between these goals and the coverage scenarios defined in the initial phase. JP outcomes include the gaps by the line of action, entity, and budget type (according to the classification of accounts by profit/loss). These gaps stand at 1.22% of GDP for the scenario with a 20 percent expansion and 4.7% for total coverage of prioritized municipalities.
- d) Analysis of risks by identifying critical bottlenecks through the ABA methodology and other restrictions that can slow or prevent GCNN from achieving its goals and, consequently, the fulfillment of SDGs 2, 5, 10, 16, and 17.

#### 1.4 Contribution to SDG acceleration

| <b>SDG indicators</b>  | <b>Baseline</b> | <b>Expected Target</b> | <b>Actual results achieved/to be achieved soon</b> | <b>Reasons for deviation from targets, if any</b> |
|--|-----------------|------------------------|--|---|
| 2.1.1 Prevalence of undernourishment   | 15.8%           | NA                     | NA   | There are no recent measurements                  |
| 2.2.1 Prevalence of stunting   | 46.5%           | 39.5%<br>(as of 2024)  | NA   | There are no recent measurements                  |
| 16.6.2 Proportion of the population satisfied with their latest experience of public services. | NA              | NA                     |  |   |
| 17.3 Mobilize additional financial resources from multiple sources for developing countries.   | NA              | NA                     |  |   |
| 17.14 Enhance policy coherence for sustainable development.                                    |                 |                        |  |   |

**Note:** There is no updated official data for SDGs measurements for Guatemala. For example, the last National Survey of Maternal and Infant Health was carried out in 2014 and has not been updated. Other SDGs indicators do not have an official measurement in Guatemala either.

### 1.5 Contribution to SDG funding flows

The results of the JP contained in the document “*Recommendations on Financing and Public-Private Partnerships for implementing the prepared GCNN*” suggest that, in the short term, GCNN financing sources will only vary a little from those that funded programs to prevent malnutrition until 2020. In this regard, the importance of the government’s effort to strengthen the budget allocations for the programs corresponding to the GCNN is reiterated. In this sense, given the resources required to cover the financing gap, the Government should continue to strengthen the financing of the GCNN with resources from tax collection. Identifying and managing operations with multilateral agencies and bilateral support programs to fund interventions is also advisable.

Considering the scale of funding gaps calculated by the JP and the conditions of public finances, the budget allocation approved for 2023 to strengthen the GCNN is deemed the first phase to empower the GCNN interventions. The full and efficient implementation of these resources, the consolidation of partnerships, the support of donors, and the definition of a long-term financing strategy will allow the sustainability of the process of scaling up interventions against malnutrition, which will enable the country to move on a path to achieve SDGs 2, 5, 10, 16 and 17 by 2030.

### 1.6 Results achieved on the contribution to the reform of the United Nations Development System

Under the leadership of the Resident Coordinator, the Resident Coordinator Office (RCO) was involved from the beginning and provided support in communicating and understanding the INFF framework, drafting the project proposal to the Joint SDG Fund, and also discussing and defining the topics to be addressed with the JP, as presented in the theory of change agreed with all participants. Regular follow up and monitoring of all deliverables (quality control) to the Secretariat of the Joint SDG Fund, including key presentations regarding results to government counterparts was also a very important support appreciated by participating AFPs.

UNICEF's experience in nutrition and public finances was also helpful. And, under the development of the theory of change, it was agreed that UNICEF would develop the costing methodology and the determination of gaps. On the other hand, UNDP proposed carrying out the bottleneck methodology and taking advantage of its relationship with private sector stakeholders for establishing partnerships. WFP did not receive any funds, but considering its experience, it was appointed as an advisory agency and helped with the technical review of documents.

The activities for implementing the JP were distributed among agencies, which allowed a more efficient execution, reduction of costs, and prevented the duplication of work. The agencies appointed a coordinating group to maintain smooth communication with the Government, organize decision-making, and seek joint solutions to the implementation obstacles. A concrete example was the local costing exercise carried out using the costing methodology developed by UNICEF in conjunction with public institutions. The added value generated through this methodology capitalized on the experience acquired in the costing exercise at the national level. Also, regarding the field mission, UNICEF and UNDP worked together to identify information for this exercise to be carried out in three municipalities under highly vulnerable socioeconomic conditions. The experience gained by the JP experts in the costing exercise at the national level allowed the field mission to provide more effective technical assistance with proven instruments.

The JP was formulated before the approval of the Cooperation Framework; however, its objectives coincided with UNICEF’s framework for action regarding public finances for children and UNDP in social protection in such a way that the JP was aligned with the effect of Strong Institutions.

### 1.7 Results achieved in cross-cutting issues

The JP’s results are the primary input for successfully implementing the GCNN, both regarding the impact of its interventions and the sustainability of its effects. Thus, Guatemala would be oriented to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture. These are the conditions needed to ensure the rights to life, personal integrity, and health, with appropriate effects on equality and inclusion.

The results focus on leaving no one behind since malnutrition, particularly chronic undernutrition in Guatemala, affects indigenous peoples living in rural areas and impacts the living conditions of women. The outcomes of the JP are a basis for closing historical gaps of exclusion from access to public services.

The JP allocated 1.8% of the total disbursements and incorporated gender issues in the costing tool, which helped to obtain data by gender from GCNN lines of intervention. SESAN's Gender Unit provided technical assistance within the Strategic Plan for Food Security framework.

It should be noted that the costing tool was developed with an inclusive approach, fully complying with the gender matrix contained in the JP project document.

### 1.8 Results achieved on the recovery from COVID-19

Up-to-date official information on the impact of the COVID-19 pandemic on nutritional indices is unavailable. However, it is estimated that in 2020 and the beginning of 2021, the loss of (formal and informal) jobs and partners' and donors' difficulties in delivering public services and aid aggravated the already existing malnutrition in the country. Although Guatemala's macroeconomic indicators show an early recovery, the potential positive effects of growth still do not impact the country's households.

Considering that the level and depth of the effects of the pandemic on food and nutritional security are still unknown, the Government should have tools to make policy decisions that opportunely reduce the pandemic's harmful effects, which persist in the disadvantaged populations. The JP results provide the Government of Guatemala with technical tools to facilitate decision-making on implementing GCNN interventions, focusing on meeting goals with the most efficient use of resources.

### 1.9 Strategic partnerships

The JP results include specific recommendations on possible short-term funding sources (*Asociación Puente*, *Alianza por la Nutrición*, Childfund, IDB Invest and CentraRSE, and the Spanish Agency for Development Cooperation). The JP also includes suggestions for partnering with GCNN official support resources (bilateral support through development agencies, foundations, companies, and trade associations). The Government's administration of these support resources will enhance the breadth and timeliness of national efforts to strengthen food security.

Identifying financing sources covered a contextual analysis of the sources for combating malnutrition and identifying leverage, financing, and strategic partnership experiences between the defined stakeholders. In an open dialogue space, key stakeholders were established to know their interests and willingness to contribute to the GCNN. Stakeholders include international cooperation, the private sector, non-profit (humanitarian, local, or international) organizations, and foundations. The criteria to select them were the following:

- Strategic partners that have financed or kept a close alliance with the government, and
- Potential partners that have not yet been approached and, by nature, have the resources to implement SAN programs or projects among their lines of action.

Five partnership recommendations were made, in addition to those the United Nations currently has, including, among others, the "Comprehensive Strategy to Combat Chronic Malnutrition" Project, which is financed by the European Union and implemented by UNICEF, PAHO/WHO, and the WFP. These partnership recommendations include the following:

1. Asociación Puente (ASOPUENTE) expressed its interest in learning about the costing and gap identification exercise that the GCNN carried out to optimize resources in the interventions to prevent chronic malnutrition in the regions of Alta Verapaz and Chimaltenango.
2. Alianza por la Nutrición declared an interest in participating in the Social and Behavior Change Communication Strategy that SESAN implemented. This initiative incorporates financing more than 20 private sector companies to improve the quality of life of women and children in the Highlands of Guatemala.
3. Establish a close link with the members of the Joining Forces through a partnership with Childfund, which could prioritize food and nutrition security.

4. CentraRSE, with the support of IDB Invest, is executing the Guatemalan Sustainable Finance Advisory Board program. The program’s purpose is to increase the technical capacities of the financial sector in terms of sustainability. This partnership builds a project that will generate a tripartite relationship (PPP) in the medium and long term, providing possible income for projects within the GCNN framework.
5. AECID seeks a formal partnership with SESAN, incorporating it for a call for resources to invest in SAN for 2.5 million euros.

The partnership section includes a list of suggested stakeholders for formalization: Desarrollo y Movimiento, Energy Resources Capital, Plan Internacional, EDUCO Guatemala, One More Child, PEPSICO, Cementos Progreso, ANACAFE y KOICA.

### 1.10 Additional funding mobilized

Due to the high political and technical commitment of SESAN authorities and the participation of MINFIN and SEGEPLAN, and the executing entities, this JP provided additional financing of USD60.6 million, representing an increase of 5.8% regarding the budget allocated for GCNN in 2022. These resources were approved in the 2023 public budget (according to Decree No. 54-2022 of the Congress of the Republic), which is considered a significant achievement given that the public social spending in Guatemala is, on average, 7.5% of GDP, with average nominal year-on-year increases of 8.7% before the COVID-19 pandemic (2017-2019). These resources will be used to finance comprehensive health and nutrition brigades, water monitoring, the 1,000-day window, food availability, money transfers, receptive care in early childhood, and strengthening communication for social and behavior change, programs that, according to the conceptual model and the evidence, are expected to have an impact on improving the nutritional conditions of children.

The source of financing for these resources corresponds to tax revenues, which is a positive achievement since several public programs are new, and their inclusion in the budget guarantees their permanence in the medium term. Until 2021, the irregular tax collection and problems in the budgetary execution of government institutions constituted significant restrictions on increasing resource allocations to strengthen public spending in priority social sectors. As of that year, tax revenue recorded a significant increase, so by 2023, the Government supported budget allocations to improve and expand the GCNN.

The report *Recommendations on Financing and Partnerships for the Use of Public and Private Sources for the Implementation of the GCNN* identified possible extraordinary support from companies, foundations, and civil society organizations in terms of technical assistance, sharing best practices, technology transfer, and other relevant information, and also the continuity of existing programs.

| Source of funding | Yes                                 | No                                  | Type of co-funding/co-financing | Name of organization | Amount (USD)   | Comments  |
|-------------------|-------------------------------------|-------------------------------------|---------------------------------|----------------------|----------------|---|
| Government        | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Public Resources                | Central Government   | \$60.6 million | Included in the State Revenue and Expenditure Budget for 2023 |
| Donors/IFIs       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                 |                      |                |   |
| Private sector    | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                 |                      |                |   |
| PUNOs             | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                 |                      |                |   |
| Other partners    | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                                 |                      |                |   |

## 2. Results by JP Outcome and Output

### 2.1 Results achieved by the results of the Global Fund

Outcome 2, Additional funding obtained to speed up the achievement of the SDGs, including the indicator target: the funding ratio for integrated multi-sector solutions in terms of scale. This indicator did not have an initial specific goal; however, USD60.6 million were mobilized in the national budget approved for 2023, which is considered relevant given the figures for social spending in the country.

Outcome 4, According to Goal 3 of the project document, financing and partnership recommendations were developed based on the costing exercise to identify scenarios for mobilizing public and private financial resources. Therefore, Integrated Financial Strategies were not implemented.

## 2.2 Results achieved by Joint Programme Output

Output 1: Ad hoc multi-sector financing exercises for interventions identified at the central and local GCNN were prepared.

The interventions' ad hoc multisectoral costing exercise was fully and satisfactorily prepared. Therefore, the Guatemalan Government has an estimate of the cost of the GCNN, including all the programs, subprograms, activities, and corresponding interventions. The following actions were taken:

- 1) Review and adaptation of the GCNN strategy to the Results-based Management methodology;
- 2) Estimating costs per intervention, identifying and quantifying the necessary resources for delivering public goods and services. An entity, type of budget, and line of action made the estimates.
- 3) Two annual cost scenarios were estimated:
  - a) 20 percentage point increase in coverage interventions.
  - b) The plan was implemented throughout the territory of the 114 prioritized municipalities.
- 4) Similar exercises were carried out in the three selected municipalities (Cotzal, Chajul, and Nebaj), so the cost of implementing the GCNN is available.

Output 2: The gaps in human, material and financial resources for general services established in the GCNN were identified.

The government of Guatemala has estimated funding gaps by item and entity for the implementation of the GCNN. Funding gaps were assessed for each of the entities involved in the execution of the crusade was carried out.

A diagnosis of bottlenecks was obtained to analyze the political, financial, and logistical constraints binding on the priorities of the GCNN strategy. The experience and knowledge of the Government and JP actors were used to facilitate this diagnosis, together with the UNDP's ABA methodology, which allows systematic and participatory identification of bottlenecks and proposes a roadmap to address them.

Five bottlenecks were prioritized, considering their importance and feasibility:

1. Capabilities for public procurement planning are limited.
2. Insufficient resource allocation for strategy areas.
3. Absence of a comprehensive social protection policy.
4. Limited intra- and inter-institutional coordination.
5. Poor knowledge and awareness among decision-makers, technical teams from ministries, and civil society.

Considering these five bottlenecks, a proposed implementation plan was structured with 11 solutions linked to national priorities and with 16 activities identifying partners in implementation.

Output 3: Recommendations on funding and partnerships for using public and private sources for implementing the GCNN were developed.

Recommendations were developed on funding and partnerships for the expansion and sustainability of GCNN interventions. Although companies, chambers of commerce, non-governmental organizations, and foundations continue to support the GCNN through partnerships and alliances with GCNN, financial resources are unavailable to complement budget resources. It is striking that the willingness of multilateral agencies and development banks to manage operations that partially cover the funding gap is unknown.

Output 4: A joint program implemented efficiently in coordination with strategic partners of the Government.

The JP was implemented with the joint participation of UNDP and UNICEF, the WFP advice, representatives and authorities of relevant municipal entities, and the Central Administration relevant to the implementation of the GCNN.

### 3. Challenges and changes

#### 3.1 Challenges faced by the JP

The main challenges JP identified include the following:

The JP was affected by difficulties arising from the COVID-19 pandemic and damage caused by tropical storms ETA and IOTA, which devastated the country by the end of 2020. This situation led the government to concentrate its efforts on emergency response. On the other hand, SESAN's authority turnover caused a temporary slowdown in institutional operations. Both situations caused a delay in the initial hiring processes, especially given the bureaucracy to comply with the requirements. SESAN helped expedite the hiring to mitigate these setbacks, and the JP multidisciplinary teams were formed in a reasonable amount of time. The original term of JP had to be modified, and with the government's consensus, the program was extended for six months.

Public officials' busy work schedule was a constant risk throughout the program's implementation because their time to carry out the costing exercise was limited. Their participation was deemed strategic for reaching a consensus, reviewing progress, and developing final estimates.

In this case, technological tools were used to facilitate the work sessions with the Government's technical teams. The JP work team was in situ in different ministries and secretaries, maintaining a close working relationship. The technical team coordinating the JP, communication, and monitoring was installed in SESAN offices to coordinate with the authorities and maintain effective communication.

Another risk was that Congress would not approve the draft budget; however, it was mitigated thanks to the advocacy and political support of SESAN authorities.

### 4. Sustainability and Country Ownership

#### 4.1 Sustainability and country ownership

The approval of the public budget for 2023 with an increase in resources for the lines of action of the GCNN, which includes new programs, such as the comprehensive health and nutrition brigades and money transfers, indicates that the JP's outcomes will be sustainable, and their implementation will be at scale. The development of the conceptual, explanatory, and prescriptive model, as well as the logical framework of malnutrition based on Results-Based Management, allows for preparing an official document that has been agreed upon by public institutions. This document will be helpful in upcoming annual budgetary exercises to align public resources to the priority of improving nutrition in Guatemala and advancing with SDG 2. The participation of SEGEPLAN and MINFIN facilitated the inclusion of specific guidelines in the planning and budget regulations to improve the financing of the GCNN. This practice can be replicable for years to come. The technical teams of the various public entities participated in developing the costing tool and establishing cost structures that strengthened the planning and budgeting process for the following years.

The JP targeted beneficiaries are representatives of government ministries and secretariats. The capacity building derived from the execution of the JP focuses on the experience generated by the participatory exercises of alignment with RBM, financing, analysis of bottlenecks, and calculation of gaps. In this sense, very detailed work was done to accompany the officials through technical assistance with multidisciplinary teams, which generated that the costing results were used in the budget formulation, given the appropriation and teamwork. A key factor was the technical and political support of SESAN authorities, who, through the knowledge managed in the PC, strengthened their

competencies and took a significant leadership role in advocating for increased resources in the public budget at a high level. The PC provided technical assistance to 115 officials from 15 different public entities and, with the support of the authorities, held a high-level political dialogue with the Ministers and higher authorities.

## 5. Communications

### 5.1 *Communication products*

The communication plan aimed to implement a communication strategy that allowed visibility during JP interaction in its different aspects. In this sense, this plan is a fundamental goal of the JP, focusing on documenting JP implementation activities and demonstrating political will, intersectoral joint work, and technical advances of interaction between sectoral experts and government counterparts.

The specific objectives of the strategy focused on raising awareness among key GCNN stakeholders, socializing the JP's actions to the media, disseminating JP's progress through social networks, and conducting webinars and social networking events. It also seeks to strengthen government communication spaces on the GCNN, raising awareness of key stakeholders for their involvement in the crusade and searching for alliances with the media to promote campaigns favoring the GCNN.

From March 2021 to December 2022, the Joint Program had the participation of an expert specialized in the design of communication campaigns and management of relations with the media and public and private strategic partners regarding the implementation of the JP to meet the objectives of the communication strategy. The activities defined by the communication strategy focused on the development of dissemination materials, achieving the goals of the communication plan through the following results:

- 18 infographics
- 8 social media campaigns
- 10 invitations
- 10 work agendas
- 2 webinars
- 2 press releases
- 4 human interest stories
- 5 summary videos and support material for the JP
- Diverse materials

### 5.2 *Events*

*The events organized by the JP are detailed in the following table:*

| Type of event                     | Yes                                 | No                                  | Number of events | Brief description and any highlights  |
|-----------------------------------|-------------------------------------|-------------------------------------|------------------|---|
| JP launch event (mandatory)       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | 1                | Support was given to the Government for launching the JP on 24 September during the third regular meeting of the National Food and Nutrition Security Council (CONASAN).  |
| Annual donors' event* (mandatory) | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |                  | The event is expected to be held in the first quarter of 2023 to show the final progress.   |
| Partners' event ** *(optional)    | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | 7                | Meetings were held with different stakeholders, Ministers, and Secretaries of State to present preliminary and final results to JP.<br>The Congress of the Republic accompanied SESAN to show the importance of allocating funds for GCNN in the 2023 budget. |

\*The Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, and Switzerland. Please note that this event can be held together with a launch or partners' event.

\*\* Key advocacy outreach events with high-level JP partners.



## 6. Lessons and best practices

### 6.1 Key lessons learned, best practices and recommendations on SDG financing

1. In the short term, the funding gap for expanding the GCNN interventions must be partially covered by increased revenue from tax revenues or debt placement. The 2023 Budget was increased by *US\$60.6 million in additional resources to strengthen the GCNN.*

Adopting the financing recommendations and formalizing the agreements identified by the JP make up the initial support to the GCNN. Management of multilateral financing and development agency intervention is essential to complement budgetary efforts to fill the funding gap.

2. Ensuring the sustainability of interventions requires the government to implement a specific INFF, so it is a priority to define a financing strategy for the GCNN.
3. Monitoring and disclosing the progress in meeting the GCNN goals is critical to ensuring transparency in resource use, which could impact expanding resource mobilization for GCNN.
4. The participatory exercise of financing, calculation of gaps, and identification of accelerators and bottlenecks facilitate users' appropriation of tool results.

### 6.2 Key lessons learned, best practices, and recommendations on the JP

1. Key lessons learned
  - Having catalytic resources for implementing strategic processes can help accelerate the SDGs and make progress in leaving no one behind. In this sense, technical assistance of USD1.1 million allowed the mobilization of USD60.6 million in the national budget, representing a cost-effective result that can have positive impacts in the medium term in terms of public financing for basic services that serve a national development priority.
  - The support of the Resident Coordinator and his Office made it possible to articulate an effective proposal; and facilitated high-level political and technical accompaniment.
  - Technical assistance should be a continuous process and close to the institutions. Having a presence in the institutions and working as a team with the Government enables results and strengthens the work of the UN towards the governments we serve.
2. Best practices
  - Implement inter-institutional activities to define the goals of the strategic programs for the Government.
  - Setting out the definition of institutional goals as a participatory process favors ownership of goals and processes.
  - Have multidisciplinary technical assistance or complementary approaches from UN agencies. Consistency between agencies is critical for support.
  - UN agencies maintained effective communication with their counterparts, allowing timely coordination in achieving the JP goals.
3. Recommendations
  - Expand the technical assistance offering in the joint program format. In terms of funding programs in various areas and focused on priority social sectors.
  - Strengthening of technical assistance in results-based budgeting.
  - Share the results of this CP with the representation of the International Monetary Fund and the World Bank in Guatemala.

## Annex 1: Consolidated results framework

### 1. JP Contribution to the Overall Programmatic Outcomes

**Joint SDG Fund Outcome 2:** Additional funding was obtained to speed up SDG achievement.

| Indicators  | Baseline 2019 | Goals (by the end of the JP) | Outcomes (by the end of the JP) | Notes  |
|---|---------------|------------------------------|---------------------------------|--|
| 2.1: The funding ratio for integrated multi-sector solutions in terms of scope. |               |                              |                                 |  |
| 2.2: The funding ratio for integrated multi-sector solutions in terms of scale. | 0             | 0                            | \$60.6 million                  | Resources mobilized in the national budget approved for 2023 |

**Joint SDG Fund Output 4:** Integrated financial strategies to accelerate progress on the implemented SDGs.

| Indicators   | Baseline 2019 | Goals (by the end of the JP) | Outcomes (end of JP) | Notes |
|--|---------------|------------------------------|----------------------|-------|
| 4.1: Number of funding strategies that were approved   | 0             | 1                            | 1                    |       |
| 4.2: Number of funding strategies that were implemented with leading partners  | 0             | 0                            | 0                    |       |
| 4.3: Number of partnership frameworks for funding strategies to accelerate progress on the SDGs that were made operational | 0             | 2                            | 0                    |       |

### 2. Selected indicators of overall operational effectiveness

2.1 Did your Joint Program contribute to improving the overall UNCT coherence?

- Yes, it considerably contributed  
 Yes, it contributed  
 No

Explain briefly:

The implementation of this JP evidenced strong coordination of the participating United Nations agencies, whose multidirectional approaches gave coherence to the intervention. Through a participatory process, the partial fulfillment of the objective of the Program was achieved.

2.2 Did your Joint Program contribute to avoiding duplication of efforts for participating AN agencies in interaction with national/regional and local authorities and/or public entities?

- Yes,  
 No  
 N/A (if there are no other joint programs in the country)

Explain briefly: The multidimensionality of the lack of food and nutritional security, malnutrition, and the weakness of the plan-budget relationship in Guatemala, favor a joint approach and the support of the United Nations entities. This approach optimizes the efficiency of using technical resources and rationalizes the costs of supporting the Government.

## 2. *JP Results Framework*

| <b>Outcomes / Indicators</b>   | <b>Baseline</b> | <b>Original Goal</b> | <b>Revised Goal</b> | <b>Result</b> | <b>Reasons for variation concerning the goal</b>                                       |
|--|-----------------|----------------------|---------------------|---------------|--|
| Result 1: In 2021, a financing tool was available, aligned with the Results-based Management approach, which strengthens the formulation and multi-year budget execution and allows the sustainability in the medium term of the Great National Crusade for Nutrition to accelerate the Sustainable Development Goals (SDGs) 2,5,10,16 and 17. |                 |                      |                     |               |  |
| Implementation level of the financing tool   | 0               | 2                    |                     | 3             | JP Results Considered in the Preparation of the 2023 Budget                            |
| Number of institutions using the financing tool for budget formulation in 2022   | 0               | 4                    |                     | 4             | JP results used by MSPAS, SESAN, SOSEP, and MINEDUC                                    |
| <i>Output 1.1: An ad hoc multisectoral financing exercise for interventions identified at the central and local level of the GCNN was developed.</i>   |                 |                      |                     |               |  |
| There is a multi-sector ad hoc costing tool of the GCNN.   | No              | Yes                  |                     | Yes           |  |
| Quantity of municipal plans with cost estimates for implementing the GCNN.   | 0               | 3                    |                     | 3             | Financing carried out in the three pilot municipalities                                |
| Number of institutions reporting the cost of GCNN interventions broken down by sex   | 0               | 4                    |                     | 4             |  |
| <i>Output 1.2: Human, material, and financial resource gaps were identified for providing comprehensive services established in the GCNN.</i>  |                 |                      |                     |               |  |
| Number of GCNN core ideas that show identified gaps.   | 0               | 5                    |                     | 5             |  |
| <i>Output 1.3: Recommendations on funding and partnerships for using public and private sources for implementing the GCNN were developed.</i>  |                 |                      |                     |               |  |
| Number of recommendations submitted to the Government for the implementation of the GCNN.  | 0               | 5                    |                     | 5             | [El documento se considera de distribución interna de la SESAN                         |
| Number of partnerships with public and private stakeholders identified for the GCNN.   | 0               | 2                    |                     | 0             | There is no record of letters of commitment for sustainable participation in the GCNN. |
| <i>Output 1.4: Joint program implemented efficiently in coordination with strategic partners of the Government.</i>  |                 |                      |                     |               |  |
| Budget execution percentage of the Joint Program   | 0               | 100                  |                     | [100]         |  |
| Level of implementation of the communication strategy within the framework of the Joint Program  | 0               | 2                    |                     | [2]           |  |

## Annex 2: List of strategic documents

### 1. Strategic documents that the JP produced

| Document name   | End Date      | Document type (policy/strategy, assessment, guidance, training material, methodology etc.) | A brief description of the document and the role of the PC in finalizing it<br>Brief description of the document and the role of the JP in completing it                                       |
|---|---------------|--|--|
| Review of the diagnostic stage according to the Results-based Management methodology  | August 2021   | Diagnostics  | Diagnosis of the GCNN regarding the RBM<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                                       |
| "Health and Nutrition Action Line" Financing  | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| "Line of action Availability and access to healthy eating" financing  | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| "Social Protection Action Line" Financing   | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| "Water, sanitation, and hygiene action line" financing  | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| "Communication for social and behavioral change" financing  | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| Summary of the GCNN financing   | August 2022   | Methodology  | Technical financing exercise for the line of action<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                           |
| Assessment of bottlenecks in the GCNN strategy  | December 2021 | Diagnosis and methodology  | Participatory identification of bottlenecks in the implementation of the GCNN<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a> |
| Economic and financial diagnosis and exercise of municipal financing in the Ixil region, including the municipalities of Santa Maria Nebaj, San Juan Cotzal, and Chajul, in the Department of Quiché 2022 | November 2022 | Diagnosis and methodology  | GCNN financing exercise at the municipal level<br><a href="https://portal.siinsan.gob.gt/cruzada-nacional/">https://portal.siinsan.gob.gt/cruzada-nacional/</a>                                |
| Report on recommendations on funding and partnerships for the use of public and private sources for the implementation of the GCNN elaborated   | October 2022  | Diagnostics  | Report on recommendations for resource mobilization  |

## Annex 3. Communication materials

### 1. *Human interest story*



# GUATEMALA PRESENTS A COSTING EXERCISE OF THE GREAT NATIONAL CRUSADE FOR NUTRITION

## JOINT PROGRAM CARRIES OUT EXERCISE WITH GOVERNMENT ENTITIES

Guatemala, October 2022

### The results of the costing exercise are satisfactory.

The head of the Secretariat of Food Security and Nutrition (SESAN), Lizett Guzman Juarez, expressed their satisfaction with completing the financing process, which evidences the financial structures for the 2023 budget.

*"The Great National Crusade for Nutrition establishes 114 priority municipalities, and the funds should go to this vulnerable population."*

She thinks that the interventions should be prioritized now that the data of all the entities is available. *"We see that most of the Ministry of Public Health and Social Assistance activities cover most of the costing exercise."* SESAN's Secretary states that these structures must be embodied, and the physical goals must not be reduced.

*"In the coming months, the government proposes meetings so that the physical goals remain in time and to change process and impact indicators,"* she said.

The costing exercise of the Great National Crusade for Nutrition interventions in Guatemala was presented to define the inputs to deliver public services and establish institutional installed capacity.

This exercise allowed us to quantify the physical goals of products, at the institutional level, for their incorporation into the public budget, linking plan-budget and dynamizing budget execution.

The costing tool will undoubtedly allow identifying the coverage of each of the interventions and the challenges that the country must continue to address and prioritize, to reduce the gap in the areas stipulated by the Great National Crusade for Nutrition in Guatemala.

The costing exercise helped incorporate into the 2023 budget the strengthening the budget of the SESAN 2023 budget formulation, which was presented to MINFIN. According to the identified gaps, Line 5 of Communication for Social and Behavioral Change was strengthened.



SESAN head Lizett Guzman, Undersecretary Gabriel Pérez and Deputy Minister of Public Health Montufar participate in a meeting to present the results of the Joint Program.



Meeting to present the costing results of the Great National Crusade for Nutrition in Guatemala.



Lizett Guzman, Head of SESAN, in the presentation of the results of the Great National Crusade for Nutrition costing, in an ordinary meeting of the National Food and Nutrition Security Council.  
Picture: SESAN and Joint Program

## 2. Communication Outputs

| <b>Document name</b>   | <b>End Date (MM/YY)</b> | <b>Brief description and hyperlink</b>  |
|--|-------------------------|---|
| Financing exercise of the interventions of the Great National Crusade for Nutrition 2022   | December 2022           | Videos  |
| Composition of the financing exercise for the interventions of the Great National Crusade for Nutrition (GCNN) in Guatemala  | December 2022           | <a href="https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1">https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1</a>   |
| Importance of financial architecture in the interventions of the Great National Crusade for Nutrition (GCNN) in 2022   | December 2022           |   |
| Financing exercise of the interventions of the National Crusade for Nutrition 2022   | December 2022           |   |
| Final report of the consultancy: "Strengthening the financial architecture for the financing of the Great National Crusade for Nutrition of Guatemala" to promote the sustainability of the national strategy for improving nutrition announced by the Government of Guatemala in 2020 | 12/22/2022              | <p>This final report includes various samples of the communications materials produced within the JP communication strategy</p> <a href="https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1">https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1</a> |
| Photographic record of the activities of the Joint Program   | December 2022           | <a href="https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1">https://unicef-my.sharepoint.com/personal/mpenate_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fmpenate%5Funicef%5Forg%2FDocuments%2FDocuments%2FPROGRAMA%20CONJUNTO%20%2D%20GCNN%2FAnexo%203%20Materiales%20comunicacionales%20SDG%20Fund&amp;ga=1</a>   |

## Annex 4: Feedback from stakeholders

| No | Name of the entity | Name of the Representative | Title                           | Contact information  | Role in the program | Summary of feedback   |
|----|--------------------|----------------------------|---------------------------------|--|---------------------|---|
| 1  | SEGEPLAN           | Hilda Arrechea             | Director                        | <a href="mailto:Betzabe.arrechea@segeplan.gob.gt">Betzabe.arrechea@segeplan.gob.gt</a> | Participant         | <ol style="list-style-type: none"> <li>1. The most important results of the JP for the Government of Guatemala are:               <ol style="list-style-type: none"> <li>a. The cost of the initial solution to the malnutrition problem in Guatemala was obtained, specifying a technically calculated budget for mitigation</li> <li>b. It has a strategy that strategically unifies resources and makes visible the activities that the institutions carry out</li> <li>c. It allows for prioritizing the resources of the GCNN in terms of the target population and its demography</li> </ol> </li> <li>2. The challenges facing the full implementation of the GCNN and its possible expansion are mainly:               <ol style="list-style-type: none"> <li>a. The continuity of the plan in the face of the change of government</li> <li>b. Inter-institutional coordination mechanisms: the importance of not duplicating resources and efforts. Although the institutions operate within their competence, the scope of their actions is unclear.</li> </ol> </li> <li>3. The JP results will have a positive impact on the implementation and sustainability of the GCNN, provided that:               <ol style="list-style-type: none"> <li>a. Senior authorities should instruct in taking these results into account</li> <li>b. There should be continuity in the performance of the GCNN</li> <li>c. Plan-Budget coordination becomes a reality</li> </ol> </li> </ol> |
| 2  | MSPAS              | Edwin Montufar             | Deputy Minister of Primary Care | Via: <a href="mailto:iseijas@mypass.gob.gt">iseijas@mypass.gob.gt</a>                  |                     | <ol style="list-style-type: none"> <li>1. The Deputy Minister personally responded to the request for the interview, indicating that he had already given his feedback in other discussions associated with the Joint Program, so there would be no added value to it.</li> </ol>   |