

# Norwegian Church Aid Guatemala Strategy

**2016-2020**



**NORWEGIAN CHURCH AID**  
actalliance

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## List of abbreviations

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ACT	Action by Churches Together
AGIMS	Asociación Grupo Integral de Mujeres Sanjuaneras
CC	Climate Change
CO	Country Office
CR	Climate Resilience
CICIG	International Commission against Impunity in Guatemala
CIEDEG	Conferencia de Iglesias Evangélicas de Guatemala
CMS	Colectivo Madre Selva
CODEFEM	Colectiva para la Defensa de los Derechos de las Mujeres
CONRED	National Coordinator for Disasters Reduction
COPAE	Comisión Paz y Ecología
CPO	Consejo de los Pueblos de Occidente, Council of Mayan Peoples in the West (of Guatemala)
CSO	Civil Society Organisation
DFID	Department for International Development
EE	Economic Empowerment
FBO	Faith Based Organisation
FONGI	Foro de ONGs Internacionales (INGOs Forum)
FS	Fundación Solar
GBV	Gender Based Violence
GGM	Grupo Guatemalteco de Mujeres
HAP	Humanitarian Accountability Partnership
HO	Head Office (NCA)
IP	Indigenous People
IASC	Inter-Agency Standing Committee
ILO	International Labor Organisation
INGO	International Non-Governmental Organisation
MHPP	Micro Hydro Power Plant
MIC	Middle Income Country
NCA GTM	Norwegian Church Aid Guatemala Office/Program
PMER	Planning, Monitoring, Evaluation, Reporting
REM	Red de Mujeres Ecumenicas/Ecumenical Women 's Network
SESAN	Secretariat for Food Security and Nutrition
SIDA	Swedish International Development Cooperation Agency
UN	United Nations
USAID	United States of America Aid Agency
WASH	Water, Sanitation, Hygiene

## Executive summary

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The Guatemala Country Strategy 2016-20 commences with the celebration of NCA's 40 years anniversary in the country. The rights based approach continues to be fundamental for our work and that of our partners. It is highly actualized by a political context marked by increasing militarization of civil functions and spheres as well as shrinking democratic space for those actors challenging the State's and strong private sector actors' extractive model for development. The current system sadly continues to create wealth for a few, and vulnerability for the majority. Despite its definition as a middle-income country, 49 % of Guatemala's children under 5 years old are chronically malnourished, 54 % live in poverty, 11 % do not have access to electricity and indigenous peoples' rights are systematically violated.

In this complex context NCA aims to contribute to the country vision: *Participatory governance and resilience for excluded populations<sup>1</sup> in Guatemala, accompanying and enabling processes for the promotion and defense of their individual and collective rights, with a particular emphasis on self-determination.*

The work of NCA and selected core and resource partners, as well as strategic alliances, will be developed within the programmes of *Climate Resilience, Economic Empowerment and Gender Based Violence*. The context analysis reveals a very low degree of self-determination among the target populations. The fact that the majority of Guatemala's (and NCA Guatemala's target) population consists of indigenous peoples, and the continuous violation of their individual and collective rights as established in international conventions and declarations ratified by the Guatemalan state, NCA Guatemala has chosen "self-determination" as a cross-cutting perspective for all the programs, and a guiding principle in our work to strengthen civil society. This will qualitatively deepen the rights based approach of our work, particularly for and with women and IP.

The programmes will seek to strengthen the empowerment of indigenous and poor mestizo women, men and youth defined as rights-holders and challenging all those actors with power defined as duty bearers. Community organisation and application of context specific minimum standards for mitigating risks of structural interventions will increase climate resilience and local response capacity in the face of natural disasters, while contextualized best practice agricultural methods will be implemented for increased food security. Indigenous communities will get access to renewable energy through community-administered micro hydro plants, spurring new economic activities and income generation as well as stimulating to participatory local governance where both women, youth and men are represented in the decision making. Value change development and increased access to local and regional markets will reduce the economic dependency and vulnerability of the communities. The power imbalance between men and women will be challenged, new masculine models will be promoted and particular attention will be given to the women's right to participation and the right to live a life free from violence of all kinds.

Through integrated programs and projects, such as the *Self-determination of Indigenous Communities through Clean Energy Program*, supported by the Norwegian Embassy/MFA in 2015 – 2017, NCA aims to contribute to sustainable community development, based on participatory decision-making and implementation of multi-disciplinary interventions. There will be a particular focus on increasing the participation of women and youth in the community life.

All programs will be implemented through local partner organisations with legitimacy and expertise on their areas. NCA accompanies its partners strategically, administratively, programmatically and organizationally, contributing to their strengthening as accountable and relevant civil society actors.

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<sup>1</sup> Indigenous peoples, women and impoverished mestizos

## 1. Context analysis

Guatemala is a country with great human, geological and biological diversity. Its approximately 15 million population, of which 60% is indigenous peoples, consists of 25 ethnolinguistic groups; 22 Maya; Mestizo, Ladino, Xinca and Garifuna (**Afrodescendants**). Of the 25 languages spoken in Guatemala Spanish is the only official language.

### Socio economic situation

The Guatemalan context is characterized by a very modestly growing economy, weak State institutions and an intensely unequal distribution of wealth<sup>2</sup>, which create huge social gaps. Despite being a middle-income country it is one of the countries with most poverty in Latin America, and the country in the world with both the lowest public revenue and lowest public spending<sup>3</sup>.

Guatemala shows serious deficits in the fulfillment of its peoples' and individuals' economic and social rights<sup>4</sup>. This situation mainly affects the indigenous populations, the majority of whom live in the geographical focus areas of NCA's work, in the North-Western highlands region. 81 % of the indigenous people live in rural communities/municipalities with limited State presence. Public policies are developed without the participation of large segments of the population, inhibiting the creation of conditions for equitable, stable and sustainable life and governance.

The social costs of economic inequality are particularly absorbed by the most vulnerable groups in the populations: women, youth and children<sup>5</sup>. Women and youth are also the ones with the least access to formal employment and economic opportunities<sup>6</sup>. Violence against women is a growing syndrome in Guatemala<sup>7</sup>, due to the growing presence of organized crime, military interventions labeled "citizen security", drug trafficking and the imposing of extractive industries. Gender inequality is observed in almost all spheres and levels of society<sup>8</sup>. The exclusion, poverty, economic dependency, victimization and control over women conducted by their fathers, brothers, partners and other men, are conditions that allow for a culture of high degrees of social control of women, and deep unequal power relations.

As Guatemala is still mainly a rural country<sup>9</sup>, the situation is worsened by a notable deterioration of the environment. The latifundio and the extractive development models<sup>10</sup> have implied poor management of natural resources, including land grabbing and exploitation of water resources, contamination, destruction of ecosystems and increased drought in affected areas. This, as well as the resettlement of large groups of people in areas unsuitable for living, has made thousands of rural and urban communities highly vulnerable to climate related impacts and disasters, water shortage, food insecurity and chronic malnutrition. In NCA focus areas of Huehuetenango, Quiché and San Marcos, it is estimated that 60 % of the communities (approx. 3,000) are located on hillsides and at least one third of these are at a high risk of natural disasters<sup>11</sup>.

### State's institutional capacity

The institutional capacity of the Guatemalan State appears to be limited, compared to the needs expressed by the population.

<sup>2</sup> Rodríguez P., Martín. *El País Más Desigual. Guatemala ya supera a Brasil en América Latina*.

[http://www.prensalibre.com/pls/prensa/detnoticia.jsp?p\\_cnoticia=109861&p\\_fedicion=27-04-05](http://www.prensalibre.com/pls/prensa/detnoticia.jsp?p_cnoticia=109861&p_fedicion=27-04-05)

<sup>3</sup> *Guatemala Economic DNA – Harnessing Growth* (World Bank), p.9

<sup>4</sup> The minimum wage is not more than US\$331.00/month while the Canasta Básica Vital and Canasta Vital are US\$406.00 and US\$741.00, in 2015 (<http://www.segeplan.gob.gt/>)

<sup>5</sup> *V Encuesta Nacional de Salud Materno Infantil 2008-2009*. 49% of children under 5 years present stunting growth

<sup>6</sup> *Informe Alternativo al III Informe Periódico del Estado de Guatemala sobre la aplicación del PIDSESC*. 50% of youths (16-18 years old), 2.1 million have jobs but are out from the education system

<sup>7</sup> The Instituto Nacional de Ciencias Forenses (INACIF) in 2014 reported 13% of homicides where women. Guatemala is the country with the 2<sup>nd</sup> highest number of women murdered in the world

<sup>8</sup> Economic, political, social, domestic, cultural, low, middle, high class

<sup>9</sup> 51.5 % of the population is living in rural areas. National Statistics Institute (INE), *Caracterización República de Guatemala*, p. 7

<sup>10</sup> Economic model based on a high dependence on intensive extraction of natural resources, with very low processing and intended for sale abroad (export).

<sup>11</sup> Dardón, J. y C. Morales, Eds. (2006). *¿Por qué tanta destrucción? Las amenazas naturales y estructurales: sistematización de la vulnerabilidad, la negligencia y la exclusión regional del altiplano occidental en la tormenta asociada Stan*. 2a edición. Guatemala: Editorial de Ciencias Sociales, Pág. 52

In the mid-nineties, related to the peace agreements, the government decided to privatise several public utilities such as water, electricity, transport and telephone services, as well as part of the education and health sector. Large sectors of the population do not any longer have a stable access these essential goods and services<sup>12</sup>. The dissatisfaction of the population related to the high price levels and lack of availability and quality of a range of basic services is evident in contrast to the indifferent attitude of the state in defending its interests and those of the private sector. Various opinion polls reveal that there is great lack of trust in public institutions and politicians. The institutions with the highest level of trust among the population are the Catholic and evangelical churches and the teachers union. Corruption and the absence of efficient public services are elements that influence heavily on the lack of trust in public institutions and politicians, as well as the corrupt and illegal funding sources of the political parties<sup>13</sup>. It is notable that in the municipalities with the highest poverty rates and the lowest human development the presence of State institutions is almost zero, and the public expenditures are the lowest in the country. In all these municipalities the majority of the population is indigenous.

One concrete area where the response capacity of the State has been questioned is the one related to natural disasters. CONRED, the responsible national unit, has shown serious weaknesses at the local level, not respecting the sphere standard, not applying gender mainstreaming, and with weak internal communication systems; and internal management control mechanisms at regional headquarters as well as lack of knowledge of basic rules of accountability, issues underlined in the final evaluation of the ACT Alliance earthquake response in 2012. These shortcomings lead to ineffective coordination which affects the quality of the immediate response<sup>14</sup>.

### **Power analysis**

The different power groups in the country have historically been the ones who have determined the consolidation of a "Predator State"<sup>15</sup> at the service of particular interests (economic, political, military). "Legal" mechanisms, that provide privileges and exemptions as well as fraud and tax evasion have been created and recreated, causing the decline of public resources while favoring mafias, parallel groups and enterprise networks. The private sector in Guatemala is often understood as the economic elite which can be categorized in three sectors: the traditional (export oriented: coffee, sugar, palm oil, banana producers); the emerging transnational (telecommunication, hydropower etc.) and the illicit (drug trafficking, organized crime) actors. All three sectors are characterized by strong concentration of wealth in few hands, and strong influence in the political sphere, leading to legislation and practices that often violate human rights and the IPs' rights in particular. However, the private sector also consists of actors such as cooperatives, micro- and small businesses, as well as academic institutions, investigation centers, development banks etc. Such actors might potentially play a role for change and sustainable, just development. For this to happen it is important that national and international civil society actors monitor the private sector actors' actions e.g. according to the UN Guiding Principles for Business and Human Rights, and create strategic alliances with progressive actors that may contribute with expertise, innovation, networks, investigations, technology and/or funding. The Catholic Church and certain Protestant denominations have historically played an important role in Guatemala, in relation to social justice. The Catholic Church has had a clear voice in defense of peasants and indigenous people's rights. Most of the Evangelical Neo-Pentecostal churches and denominations have, actively or by non-action, traditionally served to maintain and defend the status quo of power inequality in the country<sup>16</sup>. These churches' pastoral approaches are quite conservative. Some of the

<sup>12</sup> CONADECO-CEIBA, *Percepción Social de los Servicios Públicos: Electricidad, Telefonía y Agua*, Guatemala 2010. See also: <http://cambiosglobales.blogspot.com/2009/02/efectos-observados-por-la-privatizacion.html>

<sup>13</sup> *Informe del Financiamiento de la Política en Guatemala* (CICIG, 2015)

<sup>14</sup> Foro ACT Alianza and CONRED. Evaluation after the humanitarian response in San Marcos, 2012: "there are institutional weaknesses in CONRED level of coordination between the Executive Secretariat and the Regional / departmental offices, generating lack of communication, lack of control and inputs and in some cases, loss of humanitarian aid".

<sup>15</sup> James K. Galbraith, *The Predator State*, Pages 126 - 147

<sup>16</sup> *Te Deum Cristiano Evangélico: 'The Evangelical' In Guatemalan Politics*, Maren Christensen Bjune

historical evangelical/protestant churches<sup>17</sup> however, play a more progressive role. The moral/ethical role of the Mayan spiritual guides has a certain influence in the daily life of the peoples who practice the Maya spirituality, but they do not have an influence in the political sphere.

Issues like environmental rights, poverty, migration, health, human rights and exclusion have been addressed by some religious leaders, but there are still central issues not addressed, including women's rights and sexual and reproductive rights. Regardless of their actions and vision, it is unarguable that male and female religious leaders have a moral and ethical influence that affects the lives of Guatemalan people and a strong moral power. Their messages may be of great support for excluded peoples and groups, but they can also maintain and reproduce oppressive systems, norms and actions. This dual and potential role makes the religious leaders a key target group and ally of NCA Guatemala.

### **Role of civil society**

Since the signing of the peace agreement in 1996 there have been some positive developments for the civil society: public and private information are circulating better, there is the right of free association and expression of thought, there have been more extensive and more qualified exchange of knowledge and experiences among community organizations and NGOs, and between various geographical areas. A wide specter of community groups, social movements and NGOs work in the defense of a variety of Human Rights and for the collective rights of indigenous peoples<sup>18</sup> in Guatemala. Particularly at community level new type of citizen activism has developed over the last few years, as a continuation of the historical civil society struggles e.g. for land reform. These actors tend to have a strong focus on their peasant and/or Maya identity and the collective rights of indigenous peoples, appealing to the right to self-determination. Since these claims challenge the ruling system and actors, the state and its economical allies' response has been to either ignore them or gradually limit the democratic space for critical expressions, criminalizing the social struggles and legally pursuing their leadership.

Civil society has lost cohesion, strength and direction; their strategic analysis and response has been reactive and insufficient. Vertical and patriarchal leadership styles are common and there is a need for a new generation of progressive leaders, both men and women, youth and IP. The most important achievements have been to maintain a peaceful *resistance* to State's policies, but there has not been sufficient capacity to articulate policy proposals that may change the political regime.

Recently (spring 2015), new actors and alliances, mostly from the urban middle class population, including students and "ordinary people", have emerged with the purpose of denouncing and combating the seemingly omnipresent corruption and impunity in the public spheres, demanding reforms in the political and electoral system that protects and reproduces it. The link between the emerging and the historical struggles and the civil society actors leading them is still only incipient, due to decades and centuries of polarization and separation between the different social strata and ethnic groups of the Guatemalan population. The current political situation may pave the way to promote, in all areas of society, the transformation of the political regime. There exists a concrete proposal from the indigenous peoples (CPO) which may be a first input to start debating the profound changes needed to transform the root causes of the serious situation the country is in.

Religious leaders are taking stands in favor of the proposals for societal change. It is essential that civil society promote strategies from within the State and among the citizens: on the streets, in the communities and the peoples. To transform an exclusionary state requires profound solutions including establishing a representative democracy.

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<sup>17</sup> Baptist, Anglican, Lutheran, Presbyterian and Mennonites

<sup>18</sup> An expression of this are the 77 community consultations held between 2004 and 2014 due to the lack of compliance by the State of the national laws and international mechanisms to ensure the principle of free, prior and informed consent of IP.

## **Conflict analysis**

The indigenous population in Guatemala is de facto excluded from the citizenship scheme, especially the women. The exclusion is manifested in different forms, including lack of political representation, access to public services<sup>19</sup>, and decent income opportunities, as well as access to and control over fertile land, water and other fundamental natural resources. The main instruments of the Indigenous Rights<sup>20</sup> aimed at protecting and strengthening the collective rights and self-determination recognize, among other things, the importance the territory has for the IPs and the duty of the state to protect and conserve it. NCA assumes its responsibility as part of the international aid community for the promotion and strengthening of such international instruments.

The Guatemalan state does not fulfill its obligations towards these instruments. At present, there exists a strong contradiction between Guatemala's public investment policies and the private sector interests, and the IP vision, often referred to as "el Buen Vivir". The economic extractive model strongly affects the exercise of IP's rights both because it reduces the recovery possibilities of their territories and because the accumulation of lands in the hands of few people increases the inequality gaps and generates conflicts. Over the last years communities and NGOs have organized to defend and protect the territories, claim their right to free, prior and informed consent and defend their human rights, particularly in the rural areas. The State response has been militarization of the areas with high economic interests, criminalization of community leaders, inappropriate use of the police force and murder of peaceful protesters.

## **Problem statement**

Given all these factors, NCA Guatemala considers the social, political and economic exclusion and oppression of indigenous and impoverished mestizo people the most important things to address in our country strategy. NCA aims to work for the fulfillment of the right to self-determination of indigenous peoples and impoverished mestizo people through their active involvement and participation in decision-making processes affecting their productive and economic development, the improvement of their resilience capacities to confront the impact of climate change locally and to improve the position and dignity of women both in the public and private sphere. Recognition of human dignity of Indigenous people, women and youth will require structural changes that might challenge the power relations developed and reproduced through centuries in Guatemala.

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<sup>19</sup> *La privatización del derecho a la energía eléctrica, Impactos socioeconómicos y convulsión social creciente*. CODECA, 1ra. Edición octubre 2014. Pag. 8

<sup>20</sup> Convention 169 (ILO); Agenda 21, chapter 26 of the United Nations Conference on Environment and Development (UNCED, 1992); Convention on Biological Diversity (1992); UN Declaration on the Rights of Indigenous Peoples; American Declaration on the Rights of Indigenous Peoples; Declaration and Program of Action of Vienna (1993); International Convention Against All Forms of Racial Discrimination (CERD); the Agreement on Identity and Rights of Indigenous Peoples (Guatemala, 1995) and more



## 2. Lessons learned

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- 1.1 NCA GTM will work with a more integrated and contextualized programmatic strategy/approach through interlinked actions and projects.
- 1.2 As part of the integrated programmatic approach the rights-based approach will be continuously developed by NCA GTM and partners. Working with rights-holders and duty bearers require constant creation and updating of knowledge, information and communication management as well as innovative advocacy actions.
- 1.3 NCA GTM will continue and increase its facilitation of and engagement in organization and participation processes of women, indigenous people and youth; stimulating and promoting new leaderships contributing to a revitalization of civil society, renewing organizational dynamics and strategies for collective actions.
- 1.4 NCA GTM will more proactively coordinate and when possible, co-fund actions with other international NGOs in Guatemala, in order to reduce the fragmentation and "thematization" of the work of CSOs, as well as to increase our impact. Existing alliances and joint work e.g. in ACT Alliance will be strengthened.
- 1.5 Capacity building for continuous renewal and innovation is key for NCA's staff and partners. This is particularly important as we develop a more integrated programmatic approach, in a shifting socio-political context. NCA will seek new sources of information and learning who aid and development actors are not necessarily.
- 1.6 NCA GTM's work with partners and communities will aim to address causes and effects of the problems simultaneously. Doing that, NCA and partners will be able to frequently do context analysis to redirect actions if needed. This means that planning and implementation flexibility is needed to create a better connection between the causes and the effects and the appropriated measures to take.
- 1.7 NCA GTM has seen the importance of strengthening the own political institutions of the peoples and to strengthen their representation in different platforms and forums, instead of acting on their behalf.
- 1.8 In 2014 one of the MHPP communities experienced a series of political and social conflicts due to dispute between IP communities, companies and government bodies. These disputes resulted in the co-opting of leaders, sabotage of the MHPP project and limitations on access to public services from the municipality. Community authorities and the team from NCA's partner Madre Selva devoted a lot of time and resources to solve them. The high level of community organization, including a representative community board/committee, with two women in decision power position, helped to solve the problems. The communities are directly involved in the MHPP projects of Madre Selva and all mayor decisions are made in community assemblies. Although this slows down the agreement processes, it also stimulates democratic participation and rooted solutions. NCA and partners should define political strategies to address these challenges, strengthen community organizations and provide some resources to solve conflicts that may arise.

### 3. Geographic focus

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#### **NCA's geographic focus areas**

NCA Guatemala will mainly prioritize the North-Western Region, in particular the districts of Huehuetenango, Quiché and San Marcos. In addition, particular advocacy efforts and other specific actions will be developed in Quetzaltenango, Totonicapán as well as the municipality of San Juan Sacatepéquez and Guatemala City, in the district of Guatemala.

NCA's emergency preparedness and response will be prioritizing these selected areas but the final decision will be taken in the ACT National Forum according to an analysis of the extent of the impact of disasters, including the revolving ones.

#### **Criteria used for geographic selection**

The selected geographical concentration is based on the following rationale:

1. High rates of poverty<sup>21</sup> (extreme and multidimensional), violence related to drug trafficking and smuggling – factors that contributes to high levels of migration to the EEUU.
2. Mainly populated by indigenous people
3. These are isolated areas without effective presence of the state and public services.
4. The municipalities where NCA is and will be working are all among the 166 priority municipalities defined by the Secretariat for Food Security and Nutrition (SESAN) due to prevalence of acute malnutrition
5. Natural resources are abundant in the targeted areas, including hydrological sources which are ground water recharge zones. These natural resources possess means of opportunity for the populations if they are managed sustainably.
6. These natural resources are also vulnerable to climate change<sup>22</sup> and exploitation by extractive industries and large scale hydropower plants which provokes social conflicts when the affected communities claim their right to free, prior and informed consent and are met by force.
7. NCA's current partners have presence and accumulated working experience in these areas, both practically and politically.
8. These areas have great experience of community participation, consultations and mobilizations of indigenous people to defend and practice their self-determination.
9. Faith-based actors, particularly from the Catholic Church, are playing a strategic and progressive role in these districts/dioceses due to the populations' historical situation, claims and political struggles. Some of them are allied and active with NCA GTM and our partners' work.

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<sup>21</sup> [http://www.segeplan.gob.gt/downloads/IndicePobrezaGeneral\\_extremaXMunicipio.pdf](http://www.segeplan.gob.gt/downloads/IndicePobrezaGeneral_extremaXMunicipio.pdf)

<sup>22</sup> La vulnerabilidad de las comunidades ante el cambio climático en Guatemala y necesidades de adaptación, Ayuda de la Iglesia Noruega/ACT Alianza – Jorge Cabrera Hidalgo, Consultor. Guatemala, March 2014.

## 4. Theory of Change for NCA Guatemala

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### **Vision/ country programme goal**

NCA GTM contributes to the goal: *participatory governance and resilience for excluded populations<sup>23</sup> in Guatemala, accompanying and enabling processes for the promotion and defense of their individual and collective rights, with a particular emphasis on self-determination.*

The systematic and multi-dimensional exclusion of women, indigenous peoples and impoverished mestizo populations in Guatemala and the consequences described in the Context Analysis has led NCA GTM to choose the global programs *Climate Resilience, Economic Empowerment and Gender Based Violence* for this Country Strategy.

Strengthening civil society in Guatemala inevitably involves contributing comprehensively to the promotion and strengthening of the fundamental rights of indigenous peoples. The guiding principle of NCA's country strategy, in all the programs, is therefore the principle of self-determination, which is a key element of the collective rights framework for indigenous peoples. This concretely means to support the achievement of the four key elements of self-determination: self-government, conservation of territory, redistribution of powers and resources, and participation in national bodies. This will be done through support both to NGOs and IPs movements. To maintain coherence throughout all our programs, self-determination also becomes a guiding principle for our work with and for women, even if they are not indigenous.

### **Preconditions to reaching the vision**

In coherence with the self-determination approach a precondition to reach the vision of this country strategy is that the rights holders participate actively and freely in the joint definition, decisions and execution of their vision and plans for community and national development, in line with what in Latin America is known as "el buen vivir" (to live well). Another precondition is that civil society has the necessary political and security related space to organise and promote new alternative development models that contribute to the wellbeing of the many instead of the accumulation of wealth for a few, without being criminalized and threatened.

### **Pathway 1: Climate Resilience**

**Program goal:** *Communities have the capability to resist, absorb and recover from climate change, increasing their resilience as an expression of self-determination.*

NCA believes that if indigenous communities gain contextualized knowledge about the effects of climate change and are aware of the obligations of the local and national governments to mitigate these and to conserve the IPs' territories and the natural resources, they will organize to develop community resilience plans that include land management, improvement and diversification of agriculture, watershed management, energy efficiency and self-governance; as well as to claim and contribute to the appropriate resource allocation by local and national governments, so that the communities become able to create and strengthen the reaction capacity when a natural disaster occurs, as well as to increase their general ability to resist, absorb, accommodate to and recover from climate change, i.e. be CC resilient. NCA assumes that the communities and authorities are willing to create and participate in joint development of plans and actions, that communities are open to implement new combinations of scientific and traditional contextual agricultural best practices and that conditions will be put in place for the application of IPs jurisdiction to exercise self-government, justice and culture.

### **Pathway 2: Economic Empowerment**

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<sup>23</sup> Indigenous peoples, women and impoverished mestizos

**Program goal:** *Indigenous communities reduce economic vulnerability and secure sustainable income generation for increased self-determination.*

NCA believes that if communities increase their competencies and improve their conditions for diversification of income generating activities, and access to markets, they will gain economic independence and improved socio-economical conditions on family and community level. NCA assumes that integrated projects of community based renewable energy production, will stimulate community cohesion and responsible local government, be a sustainable source of community income as well as stimulate new income generating activities, including value chain development, on family and community group level. NCA assume that contextual, culturally relevant production techniques and income generation models are available or can be developed by NCA partners and other strategic alliances, and that the communities are willing to organize and enter new alliances, as well as to implement new production techniques and income generation models.

Economic Empowerment has the potential to contribute to breaking the poverty cycle. If we train IP men, women and youth in skills related to their livelihoods, facilitate access to appropriate technologies and markets, as well as support them to act together and obtain new strategic alliances; NCA believes that they will be economically empowered and that the level of poverty will be lowered. In areas with significant portions of livelihoods being within agriculture (i.e. every rural area we work in), we believe that these are scalable interventions with a reasonable cost level per right-holder, and should be pursued in cooperation with relevant resource partners.

### **Pathway 3: Gender Based Violence**

**Program goal:** *Territory Free of Violence for all Women – Body, Mind and Spirit*

If women, men and religious actors gather to reflect together, create awareness about women's rights and the practices and structures in church and society that violate these, then both women and men will create and enjoy a liberating spirituality<sup>24</sup>, which includes new masculinity models and practices. If women organize for processes of healing and personal growth, and barriers limiting their participation are reduced, then women will be able to participate fully and autonomously in strategic decision making both at individual, community and even national level. If women are empowered to confront their perpetrators and appropriate holistic support services are made accessible, then they will be able to break the silence of violence, seek help and obtain a life and territory free of violence.

NCA assumes that religious male and female leaders are open to challenge their own and others' practices and messages, that men are willing to include women in decision making revising their own oppressive masculinity, and that there are resources available to secure the State's obligation to offer holistic support services to women survivors of violence.

### **NCA's role and added value in contributing to change**

NCA has through 40 years presence and accompaniment of local and national actors, combined with a stable staff, gained considerable knowledge, expertise and trust among civil society actors, faith-based actors and other international organisations in Guatemala, including potential donors. NCA strengthens its partners administratively, political-ly/strategically as well as financially through long-term accompaniment and mutually accountable partnerships. Our faith-based identity and global experience give us an entry point to mobilize faith-based actors and religious leaders as well as providing secular actors with tools to work towards, and if necessary, challenge religious structures. Our ac-

<sup>24</sup> The liberating spirituality must be understood in the wider approach of the Christian ethical principles given by the Latin American liberation theology recognizing that spirituality is the great motivator for change. This theology affirms that politics and faith must go together to transform social injustices as part of the commandment of Jesus. Based on the fact the Jesus' life was revolutionary and transgressive of the system, it is opposed to a literal reading of the Bible which maintains a patriarchal system, macho culture, a sacrificial theology and the so-called prosperity theology, demobilizing of people that leads to resignation and conformism. For best reference see the history and scope of the theology of liberation and spirituality of liberation in: <http://servicioskoinonia.org/relat/300.htm> (In Spanish) and the book "Political Holiness-A Spirituality of Liberation" by Bishop Pedro Casaldáliga and José-María Vigil.

tive participation in the ACT Alliance National Forum and other international networks<sup>25</sup> gives us access to shared context analyses, strategic information and coordination opportunities, which benefit both NCA and our partners. As a Norwegian organisation, NCA can contribute with experience-based knowledge on relevant areas such as small scale hydropower, practice of IP's rights and democratic practices.

### **Duty bearers and rights holders**

Rights holders in this strategic period are indigenous communities (children, youth, women, men); community organisations; marginalized and/or violated women; communities affected by extractive industries or other non-consulted mega projects; rural communities vulnerable to climate change and economic dependency; and church and other religious leaders as well as FBOs, that accompany communities negatively affected by the extractive industries, violence, etc.

Duty bearers are state and governmental actors and institutions on the local, district and national level; local/traditional authorities; church and other religious leaders; CSO leaders; men; women; national partners; ACT sister organizations; Norwegian actors investing in Guatemala; and the international community present in Guatemala (Embassies, EU, UN bodies).

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<sup>25</sup> E.g. the Forum for INGOs (FONGI), ACT-EU, the Country Humanitarian Team (UN) and the National WASH-cluster

## 5. Strengthening civil society

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### **Working strategically with civil society**

Guatemala's civil society<sup>26</sup> is a diverse and heterogeneous arena consisting of a wide range of different actors that have different perspectives, interests and agendas that do not necessarily coincide. It is claimed that the social movements have been "NGOnized" by the great influx of international bilateral and NGO development support, converting dynamic social movements into thematic technicians. Other reasons for the fragmented civil society are related to ideological differences, traditional strong leaderships and fear of participation generated by the internal armed conflict and the state's repression. A vibrant and politically oriented civil society that is capable of promoting citizen empowerment and making broad alliances is a prerequisite for changing power relations. NCA Guatemala will involve communities, municipalities, national networks, CSOs, FBOs and religious leaders as partners and to implement the programme in a sustainable manner.

For example, in the implementation of micro hydro power plants in Quiché and San Marcos, the community associations work strongly and directly with NCA's partners who are part of national and international alliances and networks related to clean energy and human rights.. Religious leaders have shown important moral support to the exercise of IP's rights.. NCA's partners design and implement their projects jointly with the community organizations, giving legitimacy to the actions as well as strengthening their accountability. The needs and requirements of the local communities are also the basis for the different advocacy actions.

New partnerships will be sought on new programme areas, to ensure the needed expertise to deliver the objectives outlined in this strategy, as well as to strengthen the faith based added value of NCA in Guatemala.

### **Strengthening civil society through programme work**

The Climate Resilience programme aims to organize indigenous and farming communities to design joint community contingency plans to mitigate the risks of natural disasters caused by climate change. The Economic Empowerment programme will facilitate the creation of community groups to improve their local production and increase individual and community revenues. The programme aims at creating employment through participatory community development plan processes, as well as joint management of public services such as renewable energy. The GBV programme will strengthen the participation of indigenous and poor mestizo women and their organisations and actively defend women's rights including a life free from violence of all kinds. By mainstreaming the principle of self-determination in all projects and programs, NCA GTM is further deepening the rights based approach, which is key to strengthening civil society.

### **Capacitating core partners as civil society actors**

For the strategy 2016-2020 NCA will continue and strengthen our partnership with the majority of the current partners<sup>27</sup> while some might be phased out. All the present partners are well established in the areas of interventions as well recognized by the communities. However, only some of them have legitimacy at the national and/or international level<sup>28</sup>. Strengthening of our partners' advocacy skills and outreach, linking them up with relevant resource partners or strategic alliances will be important in this strategic period. The integrated programme approach adopted in this new country strategy will improve and increase the coordination and learning between partners, new methodologies will be implemented and more accountability and efficiency will be demanded to make a more responsible use of the available resources. Positive experiences from the previous period of the collaboration between partners, such as to support women's survivors of violence will continue.

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<sup>26</sup> Indigenous communities reduce economic vulnerability and secure sustainable employment as expression of self-determination

<sup>27</sup> AGIMS, CIEDEG-REM, CODEFEM, COPAE, FUNDACION SOLAR, GGM and MADRE SELVA.

<sup>28</sup> GGM, COPAE, Fundación Solar, Madre Selva

NCA Guatemala is currently supporting two faith based partners and has strategic alliances with religious leaders<sup>29</sup> of high importance for our programmatic focus, particularly those related to Economic Justice, IPs rights and hydropower. These are controversial areas in the Guatemalan context, and the voice and position of the religious leaders has a particular moral/ethical weight as well as conflict mediating function, both in the particular districts they represent and at the national level. Our ambition is to more actively involve religious leaders also in the work against GBV. New FBO's and church-related organisations will be assessed to be part of the partners' portfolio in all the selected programmes. NCA's role in partnerships is outlined in the NCA Partnership Policy. NCA is strongly committed to strengthen the ACT Alliance work in Guatemala and is an active member of the national forum<sup>30</sup> The ACT forum is a space for joint reflection and action on prioritized areas, such as Climate Justice, Gender Justice and Humanitarian response. NCA will put particular emphasis on avoiding exacerbating violent conflicts through the application of conflict sensitivity analyses and gender mainstreaming in the planning and implementation phases of the programme cycle.

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<sup>29</sup> Bishop Ramazzini (Huehuetenango) and Bishop Bianchetti (Quiché)

<sup>30</sup> The ACT Guatemala forum is integrated by 7 members, 3 local: CIEDEG, Consejo Ecu­m­é­ni­co de Guatemala and CEDEPCA; and 5 international members: LWF, Christian Aid, Diakonia, Church from Sweden and NCA. Diakonsche Katastrophenhilfen is indirectly represented..

## 6. Programmes

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### 6.1. Global Programme: Climate Resilience

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#### Needs analysis

Guatemala is one of the most sensitive and least prepared countries to face the impacts of climate change<sup>31</sup>. The projected climate scenarios indicate that, due to the increase in temperature in Central America, hydro meteorological phenomena will be extreme<sup>32</sup>. Periods of heavy rain will alternate with periods of minimal rain, increasing the risk of drought in areas prone to the phenomenon. In Quetzaltenango, Huehuetenango, Quiché, San Marcos and Totonicapán, the impact of climate change is already present and observed through the intensification of drought and the expansion of semi arid areas. This is affecting agricultural production and livelihoods and is also exacerbated by the lack of available water resources. In contrast, extreme rainfall events are reducing the crop production and causing damaging landslides.

In some of NCA's focus areas, unusually low temperatures (that produce cold spells) are also affecting the agricultural production. This climate related effects generate severe humanitarian crisis in a context where the indigenous peoples are the most affected, and the state is highly absent. The majority of the inhabitants in the rural areas are infra-subsistence and subsistence farmers, with limited access to good quality agricultural soil<sup>33</sup>. The cultivation methods and techniques still rely on traditional practices, producing very low yield. The harvest is seldom enough to cover the family needs, generating migration of farmers seeking jobs in bigger industrial farms, either permanently, or throughout "the hunger season" – the time from own produce is gone till the next harvest.

#### Programme goal and theory of change

The purpose of the NCA Regional Office in Guatemala Program for Climate Resilience is to contribute to the goal: *Communities have the capability to resist, absorb and recover from climate change, increasing their resilience as an expression of self-determination.*

To achieve the goal, the program will follow 5 main pathways of change that are strongly interlinked:

- 1) *Communities will implement minimum standards to mitigate the risks derived from CC using manageable plans.*

If the consequences of CC and the concept of CC adaptation plans are widely known, communities are organized and trained to implement these plans, we believe that they will actively apply the plans integrating and systematizing ancestral knowledge and relevant scientific information. We believe that the mix of scientific and ancestral knowledge will contribute to contextualize the local resilience plans, ensuring that the practices and the cosmovision of indigenous peoples are included. NCA assumes that communities are open to new organizational practices, ensuring gender equality and IPs rights taken into account. We also assume that the communities will be willing and available to participate in an organized manner and the local and national government is open to recognize and publicly speak about the consequences of CC in affected communities.

- 2) *Communities will hold Duty Bearers accountable on CC*

If NCA and partners will facilitate community based consultation to influence the local government in the development of DRR plans and if there are opportunities for discussion and dialogue with local and national authorities, the government will be pushed to im-

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<sup>31</sup> GAIN index Guatemala 2013 scored Guatemala with 0.397; and Global Risk Index 2014 from, Germanwatch, indicated that Guatemala is one of the 10 most vulnerable countries at world level..

<sup>32</sup> A recent study from the ACT National Forum of Guatemala, reveals various impacts of climate variability on the Guatemalan territory. It highlights the increase in the periodicity of frost in the highland areas of the country, which are significantly affecting crops (*Los impactos del Cambio Climático en las Comunidades más vulnerables de Guatemala* – ACTAlianza, 2014). See also Op. Cit Page 11.

<sup>33</sup> The majority of the arable soil is owned by big private landowners. Consequently, indigenous people have to rely on poor soil in a limited space. <http://www.fao.org/docrep/012/ak344s/ak344s00.htm>



plement plans for adaptation to climate change aligned with community needs. DB will also be accountable to invest financial, material and technical resources to prepare plans to respond to the consequences of CC. NCA assumes that both local and national authorities create opportunities for communities' participation, to discuss and agree on these issues. NCA's partners and other stakeholders accompany these processes and facilitate the conditions to ensure that the government meets its commitments. In this way we believe that the communities will be able to implement DRR plans and increase their resilience.

*3) Communities will diversify crops and protect water sources to increase agricultural production resilient to climate change*

If communities will be able to diversify their food production, define their own land use, managing water resources sustainably, applying ancestral cultivation methods improved by scientific contextualized best practices, we believe that communities will be able to increase agricultural production as well as food security and livelihoods, becoming more resilient to climate change. NCA assumes that communities will be open to adopt the scientific methods for food production and apply soil conservation improving strategies to increase the arable land.

*4) RH will demonstrate community ownership of water services*

If communities autonomously administer the water services and establish community rules to manage the water sources used for domestic use, we believe that communities will be able to achieve sustainable water services, applying a community base management (CBM) as expression of self-determination. NCA assumes that women and youth represented in the water committees have been able to participate in the process and in decisions that concern their lives, that participatory process of planning, design of infrastructure, capacity building and follow up are done by the communities and, finally that DB ease the respect and accomplishment of the agreements defined at community level on the use of safe water.

*5) Indigenous people apply the self-determination rights to defend their collective rights to preserve, protect and manage natural resources*

If social processes that aspire to fulfilment of national and international legislation on the collective rights of indigenous people are stimulated and concretized into proposals, indigenous governments can become active to manage their affairs and regulate their internal dynamics addressing the defence of the territory and the natural resources. We assume that Indigenous communities strengthen their political and territorial rights and apply their own jurisdiction to exercise self-government, justice and culture.

### **Programme description**

The CR programme, aims to address the negative impacts of climate change, mainly in indigenous communities. The goal is to contribute to the establishment of strong communities having the capacities to resist, absorb and recover from climate and weather variability, based on the principle and exercise of self-determination. The methodology to be used seeks to empower the communities through increased social cohesion and self-determination by creating a common understanding about the risks related to climate change and the added value of communitarian unity based on agreed and shared principles and goals. NCA and partners will directly involve community participation in every step of the process based on Community Adaptation. In addition theoretical methods based on scientific knowledge will be translated into contextualized good practice. Advocacy will be used to keep DB accountable to their obligations and commitments not only towards local agreements but also to international environmental agreements and indigenous people rights.

NCA Guatemala expects to increase the communities' resilience and to strengthen their reaction and adaptation capacity in dealing with climate change. In addition, NCA expects that communities will be able to challenge duty barriers in the fulfillment of their mandate and to advocate for community rights.

### Needs analysis

The districts in the northwest of Guatemala; Totonicapán, Quiché, San Marcos and Huehuetenango are by majority inhabited by indigenous population, and have high rates of rural and extreme poverty<sup>34,35</sup>. The majority are infra-subsistence and subsistence farmers<sup>36</sup>. Due to low levels of self-esteem, education and organisation, lack of entrepreneurship skills, and the restricted availability of capital and other inputs necessary to start small scale enterprises, women and youth have limited entrepreneurship opportunities.

Indigenous people have historically faced strong barriers to access local and domestic markets due to the prevalence of an economy based on a model where small scale farmers can not compete with the major enterprises. Value chains of raw products do not favor the producers, middle men control the prizes and the potentiality to increase income and the negotiation power of the farmers has not been sufficiently explored. The targeted communities are geographically located in areas far away from the large market places, with poor or non-existing infrastructure (processing equipment, storage and transportation opportunities), additionally limiting their trade possibilities.

Privatization of the energy distribution, exclusion and national legislation are leaving several indigenous rural and poor communities cut off from access to electricity.<sup>37</sup> Large hydro power plants are established in indigenous people territories, with the primarily purpose of meeting the needs of the industrial complexes, leaving un-served the surrounding communities. To overcome this situation, alternative community models for energy provision, where the community themselves own, administer and maintain micro hydro power plants are needed, to strengthen production, local governance of public services and economic activities.

### Programme goal and theory of change

The Economic Empowerment program contributes to the goal: Indigenous communities reduce economic vulnerability as expression of self-determination. To achieve this goal, three pathways of change are defined.

#### 1) *Creation of small and micro enterprises by indigenous women and youth*

If the indigenous communities jointly decide on new income generating strategies for the community, and improve their own entrepreneurship skills and ability to manage viable income generating initiatives, we believe that small and micro enterprises run by women and youth can be established and will contribute to increase family and community income, empower women and youth making them active members of the economic development of their communities. NCA also believes that micro hydro power plants (MHPP), and the consequent access to electricity, will strengthen the economic sustainability of the communities enabling them to administer and manage a public service from which they have always been excluded, stimulating the local economy and basic development. NCA assumes that information about the benefits of income and productive diversification is made available and the interests of women and youths are reflected in the community development plans and community members are willing to create competitive business groups that prioritize the strengthening of the abilities and capacities of women and youth. We also assume that NCA and partners have assessed the possibility of using electricity for productive use and communities are willing to diversify their income sources.

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<sup>34</sup> Rural poverty maps in Guatemala 2011-Executive summary. Guatemala, April 2013. <http://ca-bi.com/blackbox/wp-content/uploads/2013/04/ResumenEjecutivo.pdf>

<sup>35</sup> Totonicapán has 80.6% of poverty and 24.5% of extreme poverty; Quiché 76.9% and 20.1%; San Marcos 76.4% and 18.7%, and Huehuetenango 67.6% and 11.3%

<sup>36</sup> <http://www.fao.org/docrep/012/ak344s/ak344s00.htm>

<sup>37</sup> Guatemala i skyggen av fortiden, FIVAS, 2014

### *2) Value chain development to increase income generation.*

If Indigenous populations analyze and understand the agricultural value chains they are part of, improve their technical skills, access to operational and financial inputs, storage capacity, transport to markets and the ability to act together, they will add value to their products and be able to obtain a better price for their goods and services. Through skills training processes, especially targeting women and youth, new productivity growth tools and appropriate technologies will be adopted increasing the quality and quantity of the yield, increasing their profit and ultimately household income. We believe that the use of renewable energy for economic initiatives will increase revenues because raw products will increase value and marketing possibilities after processing. NCA assumes that communities will be willing to install, manage and maintain the MHPP, and that they will be open to adopt new business methods using best practices to produce, store and improve the quality and quantity of the production, facilitating its introduction to domestic and national markets.

### *3) Targeted indigenous populations' access to local and/or domestic markets.*

By facilitating community organization around economic activities, communities will be able to contribute to inclusive markets that prioritize women and youth and to become more competitive in trade. We believe that joint advocacy through strategic alliances, aiming for better business facilities and reduction of market barriers, will contribute to generate new market access for women and youth. NCA assumes that community members are willing to assess and enter into strategic new alliances, and that the local government is aware of the existing market barriers, and is willing to reduce them in order to boost the local economy and development.

### **Programme description**

The economic empowerment program aims at reducing economic vulnerability of indigenous communities, through increased participation in the development of community plans addressing the reasons of poverty and exclusion from economic opportunities. It also aims to improve and increase community and individual productivity in order to stimulate income generation. The goal is to contribute to economically sustainable communities where collectively agreed development plans and MHPP management are key basis for self-determination. The methodology aims to scale up and develop the trade of local products, directly working with farmers associations and cooperative models, mainly formed by women and youths, with the purpose of making local production more commercially sustainable, facilitating access to local markets and adapting theoretical business models to local conditions in order to stimulate local business and boost the community economy. Advocacy actions will directly target DB for the reduction of market barriers.

### **Needs analysis**

*"Do you not know that your body is a temple of the Holy Spirit, who is in you, whom you have received from God"(1 Cor. 6:19-20)*

The violence experienced by women in Guatemala has been continuous, both in time and type, to the extent that it has reached levels of standardization and naturalization. Physical, sexual, economic and psychological violence is subtly hidden by cultural attitudes that put women in an inferior position to men. In the case of indigenous women, they also suffer cultural violence, expressed in everyday and structural racism<sup>38</sup>. The Machismo and patriarchal structure of the society generates unequal power balance between men and women, resulting in discrimination and exclusion of women from basic human rights such as education, health, food, economic independence, participation and protection from GBV. This is clearly present in the geographic target areas of NCA. GBV is an accepted practice and seldom reported as a crime. Religious leaders are not actively addressing their own role in maintaining systems and practices that oppress women, nor willing to change this<sup>39</sup>.

The various forms of violence experienced by women affect their decisions and proactive participation in social and political processes. The interests and needs of women are not taken into account due to their limited participation of in public spheres both at community and national level: women's presence in strategic decision making positions is almost non-existing.

Access to support services for survivors is weak compared to the enormous needs. The government is not able to apply a holistic approach especially in remote areas, leaving the responsibility to assist the survivors to women's organizations and other CSOs.

### **Programme goal and theory of change**

In line with the principle of self-determination for indigenous peoples, NCA's GBV program in Guatemala will contribute to the goal "territory free from violence" for all women. The term "territory" refers to the women's body, mind and spirit. We believe that a life free from violence is one of the first steps to reach self-determination and that it is fundamental to support women to make decisions about their own lives, build new autonomous identities; as well as their political actions that affect the dominant powers, in defense and exercise of their individual and collective rights. To achieve the goal, the program will focus on 3 main pathways of change.

- 1) *Community actors, such as faith-based actors and Civil Society Organisations, have contributed to change in social norms that uphold GBV.*

If faith actors facilitate spaces where women and men reflect and challenge gender roles, power relations and GBV, negative behavior against women will be targeted and churches will play a key role to promote women's rights and dignity. The same platforms will facilitate exchanges between faith actors and secular women's groups in order to share experiences and coordinate actions to eliminate GBV. We believe that this will generate partnerships between two mindsets traditionally perceived as conflicting, contributing to breaking the silence on GBV and promote a liberating spirituality. These platforms are also a good space where positive masculine models can be promoted. If men have safe spaces to reflect on their masculinity and privileges in the society, they will be conscious of the power imbalance existing between men and women and the negative effects of violence in all the spheres of women's life.

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<sup>38</sup> *Gynocide against indigenous women*, Tania Palencia Prado, ACT alliance Guatemala, July 2013 – [www.nca.no](http://www.nca.no)

<sup>39</sup> *Churches and Faith Communities in the face of Oppression and Violence against Indigenous and Mestiza Women in Guatemala*, Carlos Aldana Mendoza, Act Alliance Guatemala, June 2015 – [www.nca.no](http://www.nca.no)

By these efforts, new masculinity models will be constructed. NCA assumes that strategic male and female church leaders, with whom we will make new alliances, have knowledge about the use of theological tools that condemn GBV and are open to take concrete actions to promote women's dignity avoiding stereotypes. We also assume that church leaders with such awareness are open to challenge and modify their theological interpretations and that men see their privileged role and will contribute to more equal gender relations inclusiveness of women.

2) *Increased participation of women in decision-making processes at local and national level.*

If women's organization is strengthened and women know about the historical and structural causes of GBV, they know that discrimination and oppression in private and public life is not acceptable. We believe that if women increase their participation in decision making bodies and express their needs, their decision power are enhanced and their status in society will increase. NCA assumes that women are willing to participate in women's groups, get a better understanding of their role in the society and change discriminatory norms and practices. We also assume that through community participatory methods women's needs are met, dialogues with decisions makers are developed and shared with other communities as well as used as lessons learned towards achieving of zero tolerance on GBV.

3) *GBV survivors have safely accessed adequate and appropriate support services*

If women know their rights to live a life free from GBV, and adequate support services are established and positive masculinities are built, GBV survivors will be able to seek help. We believe that women's organizations play a key role in empowering women, making them aware of their rights and offering integrated support for survivors. If women's organizations advocate local and national government, private sector actors and the justice system to comply with their mandate to defend and protect women's rights, the level of GBV in the communities will be reduced. NCA assumes that through these interventions, women, girls, boys and men will actively participate in community initiatives promoting women's rights and women's participation. We also assume that dialogue platforms with DB will be created and holistic integrated support established for survivors.

### **Programme description**

The aim of the programme is to reduce GBV by addressing the deeply rooted social norms which keep up discrimination of women and girls and gender inequalities. The goal is to contribute to breaking the silence on violence against women. The right to a life free from violence includes the principle of free, prior and informed consent to matters of individual and societal interest which could be the catalyst to make women active actors in reducing GBV and in defending their right to self-determination. The methodology seeks Faith actors and religious leaders as allies and actors of change due to their strong position in the communities.

Theological approaches to defend the right to freedom from violence will be used to promote inclusiveness and reduce GBV. NCA and partners will promote the meaningful participation of women in decision making processes, creating the conditions needed to facilitate their involvement at different levels (local, national, church etc). Partners' advocacy actions at local, municipal, diocese and national level will target DB in defense of women's rights through dialogues, negotiations, mobilization and strategic alliances to promote gender equity and overcome GBV through implementation of legislation, change cultural practices and the establishment of support services.

## 7. Emergency preparedness and response

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### **Strengthening disaster response capacity**

In Guatemala natural phenomena converge with regional geology, as well as frequent hydro-meteorological phenomena. This makes threats by hurricanes, tropical storms, droughts, floods, landslides, earthquakes, and volcanic eruptions common in different regions of the country.

The emergency preparedness and response in Guatemala has a double faced approach. The Government prepares and responds through the CONRED NGOs. The ACT Alliance, with its member organisations some of whom are funding agencies while others are implementing agencies, also responds to disasters, complementing, coordinating and sharing responsibilities with the CONRED in rapid assessment, information sharing and logistics.

NCA Guatemala will implement emergency preparedness and response measures along four lines:

- a) *As part of the Climate Resilience programme, increasing communities' capability to resist, absorb and recover from climate change.*

The climate resilience program will strengthen and promote the creation of local committees for emergency preparedness and response and their active involvement during crisis in the geographical areas of intervention in selected communities of San Marcos, Quiché and Huehuetenango. As outlined in chapter 6, NCA and partners will address the impacts of climate variability and its effects in affected communities, but also disasters like earthquake and volcano eruptions. Risk mitigation measures will involve local committees developing their capacities to assess and implement preparedness and emergency response plans, including a contextualized definition and application of minimum standards to secure critical structures. We believe that the involvement of different actors such as partners, local government (municipality), community groups and authorities and other relevant stake holders such as others INGOs, is essential to increase the community resilience<sup>40</sup>. Cooperation and synergies with the CONRED system will be promoted locally for joint training processes, aimed to guarantee the strengthening of community capacities.

- b) *The ACT Guatemala National Forum*

The main arena of NCA GTM for preparation and response to emergencies is the national ACT Forum. NCA will continue to contribute to the strengthening of the response capacity of implementing partners of the national forum<sup>41</sup> and ensure good coordination with the other ACT members. NCA will continue to annually revise the Emergency plan of the ACT forum and the specific emergency plans of the forum members and other implementing partners.

A new emphasis for NCA's contribution in the ACT Forum will be the design and implementation of hygiene promotion models. It will be necessary to identify a new partner with relevant expertise and commitment to implement and improve the capacities of other implementing actors (partners, community groups etc.) in the selected areas of intervention of the ACT forum.

In addition, we are discussing the need to also respond to socio-environmental disasters such as displacements derived from famine, evictions by extractive industries and mega hydro power plants, and emergency sit-

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<sup>40</sup> CODEFEM one of NCA's women's partner organisations, has developed a methodology to strengthen women's capacities and participation in emergency preparedness and response. We hope to replicate this methodology in other focus areas in the new strategic period.

<sup>41</sup> The main lines to strengthen the partners' capacity include: the New Core Humanitarian Standards on Accountability; Strengthen the response mechanism of the ACT Alliance; Implement a methodology for mainstreaming gender during emergency responses; the IASC Manual; include GBV during emergency; ACT Alliance Code of and Code of good practice, etc.

uations related to severe pollution or socio-political conflicts. In this case the intervention will not target only WASH activities but it will eventually include food distribution and psycho-social support.

*c) NCA as part of the National Humanitarian Team<sup>42</sup>*

NCA GTM represents the national ACT forum in the WASH cluster recognizing UN arenas as fields of opportunity to strengthen capacities and create synergies for effective and efficient coordination in humanitarian actions. We hope that, during the strategic period, NCA will be able to contribute to more synergies between cluster members and that the same members will sign a Memorandum of Understanding establishing rules and cooperation commitments. This MoU pretends to define the complementary roles and responsibilities of the Cluster members in the event of a mayor WASH response.

*d) Specific Synergies with Christian Aid.*

NCA GTM and Christian Aid, through their regional Central America office in Nicaragua have initiated a process of coordination and integration of their implementing partners' emergency response based on a mapping of capacities and the ambition of making a joint regional emergency response plan, which might facilitate the ability to make a joint bid to the DFID Rapid Response Facility in the event of a major rapid-onset disaster. With time also other ACT sister organizations in the region might join this effort.

NCA GTM staff members will be involved in emergency response efforts, where it is considered pertinent and as outlined in the EPR plan to be developed by December 2015. Various trainings will need to be conducted to assure the required level of quality for our contribution. One concrete example is that the staff of NCA GTM and selected implementing partners will be trained in Do No Harm and Conflict Sensitivity related to humanitarian response as well as other programmatic interventions. The aim of NCA GTM is to be systematically conflict sensitive in its work by the end of 2020. Other capacity needs related to humanitarian response, as well as the delegation of responsibility between HO and CO, humanitarian response capacity is covered in Ch.10.

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<sup>42</sup> The forum for coordination of the international humanitarian community, composed by UN agencies, INGOs and the State. It consists of several clusters: Food Security, Protection, WASH, Health, Shelters, Education, etc.)

## 8. Finance and funding

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### Funding situation

In the last decade, there has been a significant reduction in the total volume of institutional aid for Guatemala, mainly as a result of Guatemala being classified as a Middle Income Country, ceasing to be a priority country for Official Development Assistance (ODA) in terms of bilateral assistance as well as support to civil society. This leads to increased competition for the funding available. NCA Guatemala has a stable funding base through the cooperation agreement with Norad, but has since 2008 explored potential new partnerships with donors to diversify funding. This has resulted in contracts with the EuropeAid, the Norwegian Ministry of Foreign Affairs, the Royal Norwegian Embassy in Guatemala and with ACT sister agency DanChurchAid. NCA Guatemala has also gained the attention of private donors, who have contributed especially to NCA's clean energy initiatives. It is expected that further investments from this segment is possible.

We will also seek to link up to other actors currently managing grants from foundations or larger institutional donors, to assess potentials for collaboration.

NCA will continue to coordinate and when possible, co-fund actions with other international NGOs in Guatemala and seek to leverage funding for scaling-up the outreach. Strategic alliances, coordination and joint initiatives will be pursued with ACT Alliance members as well as other international organisations, when relevant to NCA's country strategy. Already initiated coordination initiatives include Emergency preparedness and response, Climate Resilience and Economic Empowerment (EE)<sup>43</sup>; and Gender Based Violence (GBV)<sup>44</sup>.

NCA will as part of its' operationalisation of the funding strategy identify new possible sources but also strengthen the cooperation between relevant stakeholders for higher and more sustainable impact of the work in the communities and targeted populations.

### Analysis of donor market

A number of new potential bilateral, multilateral and private donors have been identified for each of the programmes in NCA's Guatemala strategy 2016-2020. NCA Guatemala will seek to expand our partnership with other countries' embassies that have interests that align with our strategy. The country strategies for bilateral development aid from Sweden, Germany, Canada, Italy, Holland, USA and the EU do focus on local governance, climate change resilience, food security, gender justice, economic empowerment, and clean energy. Multilateral donors such as development banks fund clean energy initiatives.

Most donors with presence in Guatemala have a particular interest in stimulating the private sector's role in development, be it their own national enterprises or Guatemalan micro, small and medium sized enterprises. Corporate Social Responsibility is also high on the agenda, as well as social conflict reduction – particularly in relation to private investments by extractive industries, hydro power plants and monoculture companies. Most donors in Guatemala have gender justice and IP's perspectives as cross-cutting issues, given the particular context.

Some donors, like the Swedish Embassy (SIDA), prefer to fund long-term, integrated programmes.

This fits well with NCA's integrated Clean Energy and Self-determination programme. Funding mechanisms include national calls for proposals on specific thematic areas (EU, UN Women, USAID, some Embassies) as well as opportunities for ad hoc proposals.

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<sup>43</sup> With Christian Aid

<sup>44</sup> With FOKUS



### Programme selection based on donor market analysis

Objective needs analyses show the need for high levels of foreign assistance in Guatemala despite its MIC status, given continuing poverty and structural transformation requirements<sup>45</sup>.

Since clean energy/community hydro power projects are categorised as EE in the NCA programme structure, EE is the programme which has most potential to attract funding opportunities in the coming years, based on the priorities of the donors, combined with the high levels of poverty and lack of access to energy in Guatemala, as well as NCA's recent programme development on micro hydro power plants. Climate Resilience is also an area of high funding potential because of several donors' prioritisation of food security, the precarious situation in the country, and NCA's and partners' expertise on this area. GBV continues to be a priority of several donors, and it is undoubtedly still an enormous problem in Guatemala. As long as NCA strengthens its' added value as an FBO on this area, there might also be good funding opportunities to this programme.

### Forecasted income

Year		2016	2017	2018	2019	2020	Total
Pro-grammes	Climate Resilience	4,4	5,1	5,4	5,4	5,5	25,8
	Economic Empowerment	8,3	8,6	8,9	10,3	10,5	46,6
	Gender-based Violence	6,1	6,6	7,0	6,6	7,4	33,7
Grand Total (in millions NOK)		18,8	20,3	21,3	22,3	23,4	106,1

<sup>45</sup> <http://effectivecooperation.org/wordpress/wp-content/uploads/2013/11/SPC-J-Glennie-MIC-paper.pdf>

## 9. Monitoring and evaluation

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### Monitoring principles and practices

NCA Guatemala will apply a combined monitoring approach, desk revision and field visits to assess and review achievements and gaps, related to projects' implementation and programs development. Primary and secondary sources of verification, involving rights-holders and duty bearers' participation will be the base of the planning and monitoring activities.

Three main tools will be used to assess the projects implementation:

- Country strategy as a general guideline to evaluate if the implementation of the projects is in line with the NCA country strategy.
- Partners strategic programs and projects: they will be used as implementing tool and as concrete commitment to realize the changes NCA Guatemala is willing to achieve
- Partner results framework as the main tool to measure the progression of the projects

Monitoring visits will be conducted with partner organizations; ToR will be shared and approved in a participatory way. Each project will be monitored at least twice a year; NCA Guatemala is developing a monitoring tool in accordance with the global and partners results framework.

Using NCA's narrative and financial reporting formats, partners will report bi-annually and annually on achievements and challenges based on the agreed proposals and budgets. The critical points will be outlined and NCA program officer will accompany the partners to enable them to reinforce the areas in the most need for support. 2 partners will be evaluated every year together with a programmatic area. The recommendations provided by the evaluators will be closely followed up according to a developing plan defined between NCA and partners.

Reports to Oslo will be as follows:

- Quarterly Administration & Management Reports (4 per year).
- Half Year Narrative Report (1 in July) covering Jan.-Jun.
- Annual and Bi-Annual Audits of JCP (Feb. and Aug.)
- Annual Narrative Country Report (Mar.)
- Audited Annual Financial Statements from partners + checklist (May)

### Evaluations

The country programme as well the partners will have a mid-term and end evaluation. The thematic programmes will also follow the same evaluation calendar and will be based upon the respective baselines. Please refer to the list of planned evaluations in annex 6.

## 10. Organisational prerequisites

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### Competence development

The Guatemala CO needs support from global functions at the HO on key areas such as PMER, global and private donors funding, global finance, HR, emergency response and program advisors. When it comes to the local staff and the CR the CO will need to secure the existing and new competency on the following areas:

**Programmatic:** CR, EE, GBV/Women ´s participation

**Cross-cutting work approaches:** Gender mainstreaming, IP rights and self-determination, Conflict sensitivity/Do no harm (humanitarian response and program related), Faith based approach and actors, Risk and security management, HAP, strategic political analytical capacities.

**PMER skills:** Monitoring capacities

**Administrative functions:** Finance and administration (including HR and basic IT)

**International funding,** including donor mapping and analysis as well as strategic relationship building skills

**Humanitarian** response coordination with external assistance (HO/NCA roster) and the national WASH cluster, as well as humanitarian standards (Sphere, IASC etc.)

### Capacity development needs

All staff will be trained in Conflict Sensitivity and Do No Harm, basic Emergency standards and procedures and HAP (cont.). Each program staff member need to continuously update and develop their area of expertise, improve their monitoring capacities and capacity of strategic political analysis as well as increase their knowledge of IPs rights and clean energy. In addition all program staff members should ideally improve their English skills.

### Human resource needs

The Country Office will need human resources in the following areas:

Program manager, Finance Manager, program officers for Climate Resilience, Emergency preparedness and response, Gender Based Violence/Women ´s participation, Economic Empowerment, Indigenous People ´s rights, Faith Based Approach, Integrated Clean Energy Program coordinator and engineer, HR management, administrative assistant, driver, maintenance and cleaning.

### Cost effectiveness

The most important cost effectiveness measure NCA GTM applies is the fact that all staff members fulfil multiple functions and roles. In the coming strategic period we will make a cost-benefit (including security) analysis our need for vehicles, as well as for the office facilities, taking into account the necessary increase of staff.

Cost effectiveness will also be ensured by geographically concentrating the programs, increase the collaboration between partners which will contribute to reduced administration and human resource related costs. The programs will strengthen an integrated approach, especially with ACT sister organizations, to programming through shared project resources such as monitoring and logistics related costs, and if necessary, office space. A concrete example is a joint program with FOKUS where human resources as well as office costs are equally shared between NCA and FOKUS.

## 11. Risk management

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### **Strategic**

A new president will be elected in 2015 and therefore it is uncertain which political party will be ruling the country the next four years and how the next governmental policies will affect our strategy 2016-2020. There is a certain risk that the new government will be less positive to the presence of INGOs in the country and their support to certain national and local CSOs. In accordance with our mandate NCA Guatemala will strengthen the advocacy capacities of the partners in order to support a rights based approach, especially on the community level and thus equality for all citizens in Guatemala. The risks will be mitigated by conduction regular reviews of the political situation.

### **Financial**

The malpractices from the government could be transmitted to the civil society causing widespread financial malpractice which might pose a risk for the successful implementation of NCA programs, potentially causing loss of funds through fraud, corruption etc, as well as potential reputational risk and corresponding funding decline. In order to avoid and manage this risk at the Country Office level and with partners, regular audits are being conducted. Updating financial and other manuals will make it easier to enforce compliance with procedures. It will also be considered to do monitoring visits with a stronger financial focus, especially in view of working with new partners. Direct monitoring and evaluation of capacities will be strengthened in order to allow for greater visibility, especially in remote areas of operation. NCA Guatemala will continue to expand its funding base and will be looking for new funding opportunities in order to comply with the new strategy. NCA Guatemala will seek to build the fundraising capacity of its partners so as to enable them to benefit from any available funding opportunities. As we move into the next strategy period, we will need to further develop additional tools for assessment, monitoring and follow up of risks with partners in key areas like: accountability, programme outcomes, reporting and financial management.

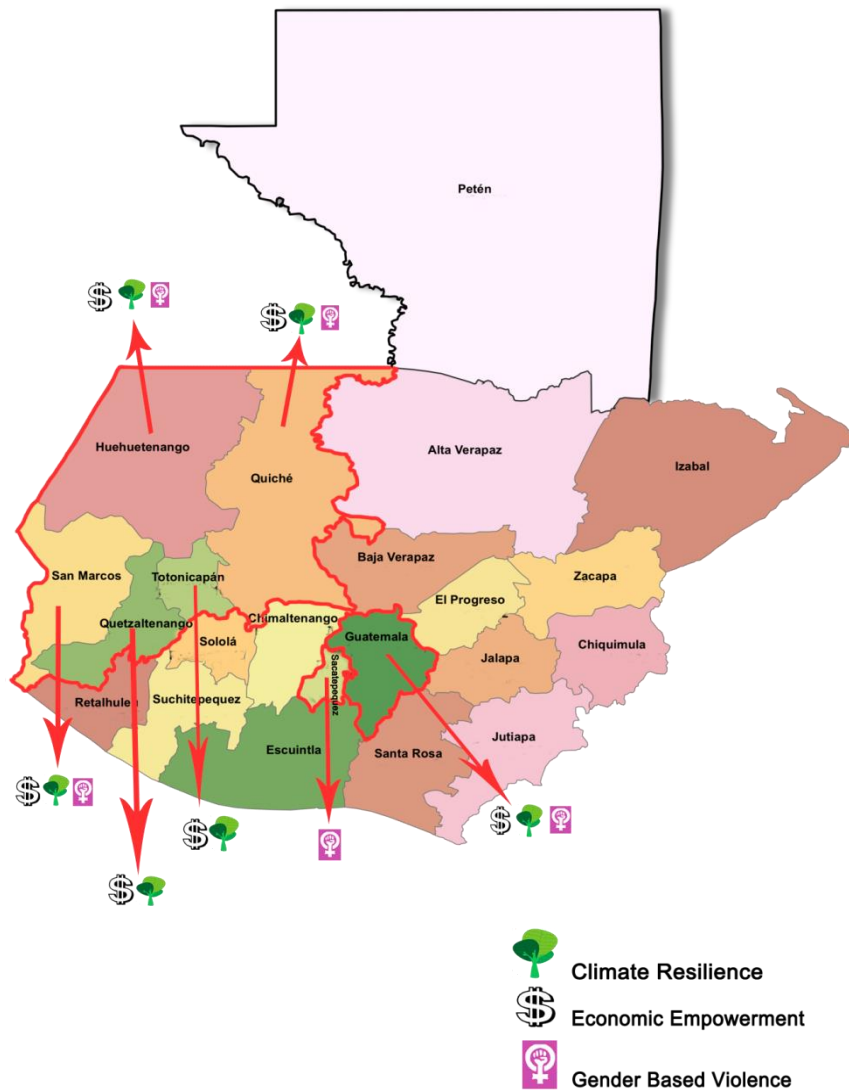
### **Operational**

On the operational level, heavy workloads with competing deadlines, combined with challenges in task management, prioritization and time management put new demands on the staff as well as partners, posing potential risks for the level of efficiency of the CO. The SMT will play a crucial role in monitoring and mitigating these challenges, through a well-coordinated and systematic follow-up of the staff members as well as continuous review and strengthening of its own performance. Some partners lack certain human (with expertise) and financial resources which might affect their implementation. Systematic accompaniment by the NCA POs and FM, stimulating a participatory and democratic leadership approach, combined with targeted training and capacity building efforts will allow for a gradual development of abilities. In the intervention areas there are polarized political positions between groups of men and women; indigenous people and non indigenous people; young and older people; therefore a close monitoring of partners' work as well as training on Do No Harm and Conflict Sensitivity will be done in order to reduce conflict.

### **Hazards**

There is a high / moderate risk that NCA and partners have restricted access to targeted population due to natural disasters, such as earthquakes, hurricanes, flooding as well as droughts, with ongoing erosion and frequent landslides due to heavy rains in the where the partners work. The country office will review and monitor the situation regularly in collaboration with the ACT national forum and other sources of information on basis of previous lessons learned, a comprehensive Emergency Preparedness and Response Plan and regular risk analyses in order to manage risks and hazards within the context of the new strategy.

## Annex 1: Map



## Annex 2: Partner information

NCA partners in Guatemala is currently integrated by 7 national organizations of which 2 are faith-based and 3 are women's organizations (including one indigenous). 5 partners are classified as resource partners.

NCA will continue and strengthen our partnership with the majority of the current partners while some will be phased out due to their lacking ability to improve, learn, grow and implement actions and functions of strategic importance for NCA. Findings from external impact assessments and our experiences from many years of partnership has given us input to make these decisions and guide our accompaniment during a phase-out period.

NCA Guatemala is aware that there is a need to improve the partner portfolio in order to be more effective in the new strategy period. Although most of the current partners have good experience in the selected programmes, new partners will be included in the national portfolio to improve the gender-based violence work with indigenous women, the faith based approach, the economic empowerment capacities, the climate resilience work (particularly related to contextualized agricultural expertise) and the self-determination approach. Here is the list of the current partners.

Name:	AGIMS – Asociación Grupo Integral de Mujeres Sanjuaneras
Type:	Resource partner
Year of establishment:	2006
Legal status:	Civil association
Number of employees:	6
Number of members:	1 500 women associated.
Management structure:	General Assembly, Executive Board, Political Council, Executive Coordinator and technical support.
Financial foundation:	International cooperation for development, mainly.
Membership in networks (including ACT Alliance):	1. Sector de Mujeres 2. Convergencia Nacional Maya Waqib' Kej
Cooperation with local government:	1. Public Prosecutor's Office (MP) 2. National Civil Police
Other donors:	DIAKONIA Sweeden and <b>Fundación WATU Acción Indígena</b>
Geographic area:	The municipality of San Juan Sacatepéquez, in the District of Guatemala.
Thematic/Global programme area (technical expertise):	Gender-based violence, women's participation and indigenous peoples' rights.
Rationale for NCA's partnership with this organisation:	AGIMS is an indigenous women's organization addressing aspects historically affecting the life of indigenous women. They are mostly formed by young women and there is an interest in NCA to help them to strengthen the leadership of women and youth.
Year of when partnership with NCA was established:	2012
Division of labour between NCA and partner (added value each brings):	AGIMS boosts processes in the communities having a direct relation with women and has openness in reviewing and updating its methodology and work actions. NCA has resources that can enhance the work of AGIMS (exchanging experiences north-south and between countries of the south).

Name:	CIEDEG – Conferencia de Iglesias Evangélicas de Guatemala
Type:	Core partner
Year of establishment:	1987
Legal status:	Civil association
Number of employees:	7
Number of members:	12 church-based, faith based and community organizations
Management structure:	General Assembly – Executive Board – Executive Secretariat – PMER and Administration - Programmes
Financial foundation:	Church-based funding support, international cooperation for development and some national government funds.
Membership in networks (including ACT Alliance):	ACT Alliance
Cooperation with local government:	<ol style="list-style-type: none"> <li>1. Public Health Ministry institutions,</li> <li>2. Municipalities,</li> <li>3. Communities Committees for Development.</li> </ol>
Other donors:	Church World Service and other ACT Alliance members for punctual support (LWF, DCA, Christian Aid, Heks)
Geographic area:	North-east, North-western highlands, South-east and Central regions of Guatemala.
Thematic/Global programme area (technical expertise):	<ol style="list-style-type: none"> <li>1. Climate Resilience,</li> <li>2. Economic Empowerment,</li> <li>3. Disaster response and humanitarian aid.</li> </ol>
Rationale for NCA's partnership with this organisation:	Church-based and faith-based organization integrated by rural and indigenous communities, development organizations and Presbyterian and Lutheran churches.
Year of when partnership with NCA was established:	1987
Division of labour between NCA and partner (added value each brings):	To facilitate capacity building processes; establishing synergies to support empowerment of communities and assist communities for better life, sharing responsibilities. In this relationship, NCA assumes the role of financier, accompanier and facilitator, and CIEDEG develops processes promoting wellness in communities.

Name:	CODEFEM – Colectiva para la Defensa de los Derechos de las Mujeres
Type:	Resource
Year of establishment:	1999
Legal status:	Civil association
Number of employees:	10
Number of members:	9
Management structure:	General Assembly - Executive Board –Executive Direction – Coordination Team – Programme Coordination's and staff.
Financial foundation:	International cooperation for development and small community friendship support.
Membership in networks (including ACT Alliance):	<ol style="list-style-type: none"> <li>1) Agenda Política Mujeres en la Diversidad,</li> <li>2) Coordinadora Interinstitucional para el Fortalecimiento de las Oficinas Municipales de Mujeres.</li> <li>3) ACT Alliance national forum, being a implementing partner.</li> </ol>
Cooperation with local	CODEFEM has an extensive experience working with local

government:	governments, mainly at municipal levels. Due to the political dynamic of Guatemala, the mayors are elected each 4 years. CODEFEM faces both good opportunities and great challenges in their relationship due to turnover.  CODEFEM also works to improve the coordination and alliance with other local authority structures, like the Community and Municipal Committees for Development (COCODES & COMUDES), traditional authorities among others.
Other donors:	Christian Aid, Community of Sharon (NY-USA), UN Women and punctual or specific agreements with other national and international donors as GIZ Germany.
Geographic area:	Indigenous communities of the districts of Chiquimula, Huehuetenango and Quiché.
Thematic/Global programme area (technical expertise):	1. Advocacy, and 2. Risk management.
Rationale for NCA's partnership with this organisation:	Current partner assessment in NCA (Guatemala and HO) considers CODEFEM as a strategic partner when it comes to the risk management and humanitarian response from women, which is an innovative approach. Some discussions have been held to determine if NCA will continue or not with CODEFEM along all the strategy.
Year of when partnership with NCA was established:	2007
Division of labour between NCA and partner (added value each brings):	CODEFEM: operational work linked to women's participation in risk management and humanitarian assistance through the establishment and method of the COLMRED (Local Committees of Women for Disasters Reduction) in response to the national system. NCA: facilitator, challenger and accompanier to CODEFEM to strengthen their capacities to improve the work they do locally.

Name:	COPAE – Comisión Paz y Ecología
Type:	Core partner
Year of establishment:	2003
Legal status:	Civil association
Number of employees:	7
Number of members:	11
Management structure:	General Assembly – Executive Board – Programmatic and Administrative Staff
Financial foundation:	International cooperation for development and faith-based funding support.
Membership in networks (including ACT Alliance):	CIDSE
Cooperation with local government:	None
Other donors:	Broederlijk Delen, CORDAID, OXFAM, TROCAIRE and other specific and punctual as The Fund for Global Human Rights and GRAZZ.
Geographic area:	Quiche, Huehuetenango, San Marcos, Quetzaltenango, Chimaltenango, Sololá and Totonicapán.



Thematic/Global programme area (technical expertise):	Indigenous people and environmental rights through legal assistance, organization support, communication and administration.
Rationale for NCA's partnership with this organisation:	COPAE provides a political and technical support to indigenous peoples in Guatemala, playing a strategic role along with political organizations of indigenous peoples to achieve the exercise of the collective rights. It is also an actor who has the support of the Catholic Church; two key reasons why NCA are interested in contributing to COAPE's work.
Year of when partnership with NCA was established:	2010
Division of labour between NCA and partner (added value each brings):	COPAE plays an important role in challenging the social and indigenous movements they accompany. COAPE's work is centered in the revision and contextualization of their strategies, diversifying its alliances and partnerships between tactics, strategic and circumstantial. It is a very effective partner that had achieved impact on their work. NCA for its part has built bridges between countries, research centers and parliaments, both politically and in the field of academia. In addition, providing strategic resources and support for indigenous peoples through COPAE's actions.

Name:	Fundación Solar
Type:	Resource partner
Year of establishment:	1993
Legal status:	Foundation
Number of employees:	23
Number of members:	31
Management structure:	General Assembly – Executive Board - General Coordinating Team that is leading by the General Manager - Administrative and programmatic staff.
Financial foundation:	International cooperation for development, international and national funding for environment, national government funds.
Membership in networks (including ACT Alliance):	<ol style="list-style-type: none"> <li>1. Asociación Nacional de Organizaciones no Gubernamentales de los Recursos Naturales y el Medio Ambiente, ASOREMA.</li> <li>2. Mesa Nacional de Cambio Climático, MNCC</li> <li>3. Clúster de Combustibles y Estufas Limpias.</li> <li>4. Red de Pequeños Proyectos de Energía Renovable REDPPER.</li> <li>5. Comisión Nacional de Ciencia y Tecnología, CONCYT.</li> <li>6. Unión Internacional de la Conservación de la Naturaleza, UICN.</li> <li>7. Redes Nacionales Hacia la Equidad, REDNA's (UICN-Fundación Arias).</li> <li>8. Red Mesoamericana de Género en Energía Sostenible, GENES.</li> <li>9. Red Internacional de Mujeres y Energía Sostenible, ENERGIA.</li> <li>10. World Council for Renewable Energy, WCRE.</li> <li>11. The Danish 92 Group/Red Latinoamericana Río+10.</li> <li>12. Asociación Mundial para el Agua, GWP.</li> </ol>

	13. Observatorio de la Sostenibilidad, Red Latinoamérica "Suswatch"
Cooperation with local government:	<ol style="list-style-type: none"> <li>1. Municipalities,</li> <li>2. Ministeries,</li> <li>3. Parliament.</li> </ol>
Other donors:	Global Water Partnership (GWP), Alianza en Energía y Ambiente (AEA), Fundación AVINA, <b>Inter-American Development Bank (IADB), Organization of American States (OEA), FAO, IBIS Denmark, New Jec-Japan, PNUD.</b>
Geographic area:	<ol style="list-style-type: none"> <li>1. Huehuetenango</li> <li>2. San Marcos</li> <li>3. Alta y Baja Verapaz</li> <li>4. Quiché</li> <li>5. Guatemala City</li> </ol>
Thematic/Global programme area (technical expertise):	<ol style="list-style-type: none"> <li>1. Water</li> <li>2. Energy</li> <li>3. Institutional strengthening</li> </ol>
Rationale for NCA's partnership with this organisation:	To AIN, Fundación Solar is a resource partner with extensive experience in Climate Resilience and Renewable Energy issues. Therefore Fundación Solar will facilitate processes, specifically in the Climate Resilience Program, from their skills and abilities, and will support other partners that integrate the portfolio of this program.
Year of when partnership with NCA was established:	2012
Division of labour between NCA and partner (added value each brings):	<p>Both organizations share responsibilities to:</p> <ol style="list-style-type: none"> <li>a) Built alliances with other organizations and synergies with them.</li> <li>b) To go deep in strategies related with sustainable energy (clean energy)</li> <li>c) To open dialog with other NCA partners, seeking complementary work.</li> <li>d) To work together for a best society, working in Climate Resilience, gender justice.</li> </ol> <p>NCA plays a role in financial, facilitator and companion processes.</p>

Name:	GGM – Grupo Guatemalteco de Mujeres
Type:	Resource partner
Year of establishment:	1988
Legal status:	Civil association from 2001
Number of employees:	60
Number of members:	12
Management structure:	General Assembly – Executive Board – Executive Coordination – Programme Coordinating – Staff
Financial foundation:	International cooperation for development and national government funds.
Membership in networks (including ACT Alliance):	<p><b>At national level:</b></p> <ol style="list-style-type: none"> <li>1. Alianza Política Sector de Mujeres</li> <li>2. Agenda Política Mujeres en la Diversidad</li> <li>3. Red No Violencia contra las Mujeres</li> <li>4. Red de Defensoras de Derechos Humanos</li> </ol>

	<ol style="list-style-type: none"> <li>5. Plataforma Metropolitana de Gestión y Reducción de Riesgo a Desastres</li> <li>6. Redes de Derivación del Ministerio Público</li> <li>7. Gabinete de la Mujer –GEM</li> <li>8. Mesa de Diálogo de Alto Nivel en el Ministerio de Gobernación</li> </ol> <p><b>At international level:</b></p> <ol style="list-style-type: none"> <li>1. Red Feminista Centroamericana contra la Violencia hacia las Mujeres</li> <li>2. Red Interamericana de Refugios, Albergues, Casas de Acogida y CAIMUS –RIRE</li> <li>3. Red por la Salud de las Mujeres Latinoamericanas y del Caribe –RSMLAC</li> <li>4. Red de Centros de Documentación a nivel Centroamericano.</li> <li>5. Red Global de Refugios</li> <li>6. Red Mesoamericana de Defensoras de Derechos Humanos</li> <li>7. Comisión específica en la CICIG</li> <li>8. Grupo de análisis UNFPA</li> <li>9. ONU Mujeres</li> <li>10. OACDH</li> </ol>
Cooperation with local government:	GGM is currently working closely with the Interior Ministry because the funds for the CAIMUs are budgeted in this institution. Although the funding is in law, GGM has faced problems of funding, mainly, due to the political will of the government representatives to support it.
Other donors:	Ministry of Interior of Guatemala, Action Aid and OXFAM.
Geographic area:	GGM has a direct work in the Guatemala City and the districts of Escuintla, Suchitepéquez and Baja Verapaz. They also support the work that other women’s organizations have in Quezaltenango, Chimaltenango and Peten. GGM has a national level intervention when it comes to advocacy.
Thematic/Global programme area (technical expertise):	<ol style="list-style-type: none"> <li>1. Social awareness,</li> <li>2. Prevention and training,</li> <li>3. Investigation and systematization,</li> <li>4. Communication and dissemination,</li> <li>5. Advocacy,</li> <li>6. Integrated support and security.</li> </ol>
Rationale for NCA's partnership with this organisation:	Currently, GGM is the national partner with an extensive experience on GBV addressing the integrated approach for support women survivor of violence and advocacy actions to improve domestic laws.
Year of when partnership with NCA was established:	2006
Division of labour between NCA and partner (added value each brings):	GGM is one of the largest women’s organization in Guatemala having as main achievements the work on gender-based violence and the support of women survivor of violence offering a comprehensive and significant approach for attention that also includes advocacy actions at national and international spheres. NCA is a political ally that also facilitate technical, political and funding support that also includes cooperative assistance to other national partners and for new donors’ contacts.

Name:	MS – Colectivo Madre Selva
Type:	Resource partner
Year of establishment:	1996
Legal status:	Civil association
Number of employees:	17
Number of members:	23
Management structure:	General Assembly – Executive Board – Programmatic and Administrative Staff
Financial foundation:	International cooperation for development, international and national funding for environment.
Membership in networks (including ACT Alliance):	Miembro de Mesa Gestión comunitaria del riesgo.
Cooperation with local government:	None
Other donors:	Christian Aid, CORDAID, ICCO, OXFAM AMERICA, ALTERNATIVE CANADA, GREEN GRANTS.
Geographic area:	Quiche, Guatemala, Chiquimula, Zacapa, Santa Rosa, Jutiapa, Alta Verapaz.
Thematic/Global programme area (technical expertise):	1. Environment and ecology, 2. Collective rights, 3. Human right to water and defense to the territory, 4. Community Risk management
Rationale for NCA's partnership with this organisation:	Thematic similarities and the defense of human, especially the right to water and environment
Year of when partnership with NCA was established:	2006
Division of labour between NCA and partner (added value each brings):	Madre Selva is an organization that combine their working strategies thus responds to the practical and strategic needs of the communities and populations that NCA prioritize in its strategy. NCA has meanwhile human resources to provide technical support, facilitate their funding and provide an international platform for the advocacy needed to achieve common goals.

### Annex 3: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	0	2 (Clean energy in Zona Reyna and San Marcos)	2 (AGIMS & COPAE)	2 (new ones)	2 (new ones)	2 (new ones)	Description of specific changes	Annually	Fundacion Solar, Madre Selva, AGIMS, COPAE
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	6	7	8	9	9	9	Description of specific changes	Annually	All partners
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	Partner assessments using NCA partner assessment tool.	Annually	

## **Annex 4: Programme results frameworks**

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Annex 4.1: Climate Resilience Results Framework

Annex 4.2: Gender Based Violence Results Framework

Annex 4.3: Economic Empowerment Framework

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.Context specific minimum standards for mitigating risks of structural interventions are applied	1.1. Minimum standards are developed for and by the communities	1.1. 1 minimum standard developed by the communities	2	4	6	8	10	Community meeting minutes, partners reports	year	Madre Selva/Fundacion Solar
	1.2. Minimum standards are applied to essential infrastructures	1.2. 4 infrastructures are protected	2	4	6	8	10	Community agreements, direct observation, partners reports	every 2 years	Madre Selva/Fundacion Solar
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Communities and authorities apply minimum standards	1.1.1% of minimum standards applied consulted with authorities	1.1.1. 75%	50 %	100 %	100 %	100 %	100 %	Minute meetings, written community agreements	every year	Madre Selva/Fundacion Solar
1.2. Critical infrastructures are secured against natural disasters	1.2. 1. # of protective measures to ensure safe access to critical infrastructures have been created at local level	1.2.1. 5	1	2	5	7	9	Community agreements, community resolutions, direct observation, generic handbook that includes basic protection measures for safe access to infrastructure	every year	Madre Selva/Fundacion Solar

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
	1.2.2. # of local Emergency Committee that manage the critical infrastructures have been established	1.2.2. 1	1	2	3	4	5	Community committee manual, list of committees members	every year	Fundacion Solar
	1.2.3. % of women that participate in the local Emergency Committee	1.2.3. 0%	15 %	20 %	25 %	25 %	35 %	list of committees members	every year	Fundacion Solar
1.3. Early Warning Systems have been developed	1.3.1.# of Early Warning Systems effectively working	1.3.1. 2	3	5	7	9	11	Community agreement register, early warning system plan	every year	Fundacion Solar/Madre Selva
1.4. Feasibility studies for environmental protection and risk mitigation are applied	1.4.1. # of environmental feasibility studies applied	1.4.1. 2	5	7	10	13	16	Report of environmental impact, number of plans applied	every year	Fundacion Solar/Madre Selva
Main activities: Workshops and training to strengthen organizational capacity and for the development of Community Methodology Risk Management, Protective measure for watershed, Legal action and advocacy to community leaders for the development of minimum standards, Installation of minimum water stations, Implementation of minimum Community meteorological stations										
	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Food production is adapted to changes in climate	2.1. % of land under climate smart agricultural management	2.1. 15%	15 %	20 %	25 %	35 %	50 %	Productive diagnostic, community climate smart guide, direct observation	every year	Fundacion Solar/Madre Selva



Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Indigenous people communities manage their territories and their natural resources using the ancestral good practices together with contextualized scientific methods	2.1.1. # of good ancestral practices implemented in the community for environmental protection	2.1.1. 5	7	11	15	19	25	Community acts, list of good practice still in use in the communities	every year	Fundacion Solar/Madre Selva
	2.1.2. # of people using scientific practices for agricultural production	2.1.2. 202 people	407	612	817	1022	1227	List of farmers using good practices, list of participants of the capacitating trainings	every year	Fundacion Solar/Madre Selva
2.2. Arable land is utilized for food security	2.2.1. % of increased land utilized for food security	2.2.1. 0%	10 %	20 %	30 %	40 %	50 %	Direct observation, register of cultivable land	every 2 years	Fundacion Solar
2.3. Food production has increased	2.3.1. # of months a year with ensured food at family level	2.3.1. 4 months	4	5	6	7	9	Interviews with community members, direct observation	every year	Fundacion Solar/Madre Selva
	2.3.2. % of surplus in the community	2.3.2. 0%	0 %	5 %	10 %	20 %	40 %	Interviews with community members, direct observation	every year	Fundacion Solar/Madre Selva

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2.4. Water sources are protected	2.4.1. # of water sources that provide safe water for agricultural use	2.4.1. 2	1	2	3	4	5	Water sources document analysis, sustainable land management guide	every year	Fundacion Solar
	2.4.2. % of forest that are managed sustainable	2.4.2. 0%	30 %	30 %	50 %	60 %	60 %	Sustainable land management guide, direct observation	every year	Fundacion Solar/Madre Selva
Main activities: On site training on sustainable agricultural production, Exchange programs with other organizations/partners, Productive diagnostic for sustainable management, development of modules for food conservation adapted to climate conditions										
Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3. Organized civil society structures demonstrate action on climate resilience	3.1. # of local committees that have the mandate and the ability to implement risk mitigation measures	3.1. 3 committees	4	5	7	9	10	Guidelines to create and orientate the implementation actions, community agreements	every 2 years	Fundacion Solar/Madre Selva/CODEFEM
	3.2. # of target communities where community task forces have taken concrete steps to prepare for climate events	3.2 3 communities	4	5	7	9	10	Testimonies, records, news stories, observation and analysis of contingency plans	every year	Fundacion Solar/Madre Selva/CODEFEM

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1. Climate resilience committee generates autonomy conditions towards emergencies	3.1.1. # of days with absorption capacities without outside assistance	3 days	5	5	7	8	9	Register of emergency interventions, direct observation,	when an emergency occurs	Fundacion Solar/CODEFEM
3.2. Local committees participate in national and regional networks	3.2.1. Nr of communities participating in networks for emergency preparedness and response	5 communities are in network	6	9	11	13	16	Networking association register, minutes of the communities network meetings	every year	Fundacion Solar/Madre Selva/CODEFEM
Main activities: Organizational meetings on DDR, Training workshops and active simulation of hazards scenarios, Exchange programs between communities										
Outcomes	Indicators	Baseline 2015/16	THE TARGETS FOR THE INDICATORS WITHOUT BASELINE (PRIMARY DATA) WILL BE ESTABLISHED AFTER THE BASELINE IS COLLECTED					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
4. Rights holders demonstrate ownership for community WASH services	4.1. Percentage of women, men, girls and boys expressing satisfaction with their level of participation in decision making for these processes	primary data						List of participants in meetings, interviews with community members	every 2 years	Fundacion Solar/Madre Selva

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<b>Outputs</b>			<b>THE TARGETS FOR THE INDICATORS WITHOUT BASELINE (PRIMARY DATA) WILL BE ESTABLISHED AFTER THE BASELINE IS COLLECTED</b>							
			2016	2017	2018	2019	2020			
4.1. Communities and indigenous people autonomously and collectively administer the water services	4.1.1. # acts/comunitary rules established at community level on the management of water sources for domestic use	primary data						Rules approved, rules applied	every 2 years	Fundacion Solar/Madre Selva
4.2. Duty bearers ease the respect and accomplishment of the agreements defined at community level on the use of safe water	4.2.1. # of water committees that express satisfaction on the role of DB in the management of safe water	primary data						Interviews with community members	every 2 years	Fundacion Solar
Main activities: Organizational meetings on water management, Workshops on community participation, Training on project sustainability, Dialogue platforms with duty bearers										

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<b>Outcome nr 5</b>			2016	2017	2018	2019	2020			
5. Actors and social processes that aspire to fulfilment of national and international legislation on the collective rights of indigenous peoples, manage impacts on key elements of self-determination.	5.1. # of communities exercising collective rights	5.1. 6 communities	23	48	71	94	119	Partners reports	every year	AGIMS/COPAE/Madre Selva
	5.2. # of political proposals implemented by indigenous peoples in the framework of their political projects.	5.2. 5 political proposal implemented	6	11	15	20	25	Partners reports	every 3 years	COPAE/AGIMS
	5.3.# of implemented national and international responses, recognizing IPs rights	5.3. 1 response	1	5	10	15	18	Partners reports	every 3 years	COPAE/Madre Selva/AGIMS
	5.4. # of political position that put on the national agenda a political regime based on self-determination	5.4. 1 political position	2	3	4	5	5	Partners reports	every 3 years	COPAE/Madre Selva

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
5.1. Indigenous communities have self-government and have the competency to manage their affairs and regulate their internal dynamics	5.1.1. # of communities that elected their autonomous authorities	5.1.1. 4 communities	4	5	7	9	11	Partners reports	every 2 years	COPAE/Madre Selva
	5.1.2. # of communities that incorporate in their institutional policies and practices the international conventions of the rights of women and PI.	5.1.2. 0 communities	0	1	2	6	12	Partners reports	every 2 years	AGIMS/COPAE/Madre Selva
5.2 Communities and authorities possess political and technical skills to protect, manage and conserve natural resources	5.2.1 # of implemented community agreements regarding the management of natural resources	5.2.1. 2 community agreements implemented	1	2	3	4	5	Community agreements register, minute meetings	every 2 years	Madre Selva
	5.2.2. # of interpeublos agreements implemented on the management of natural resources.	5.2.2. 1 interpeublos agreement implemented	1		2			Community agreements register, minute meetings	every 2 years	Madre Selva

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
	5.2.3. # of policy and legal decisions taken by indigenous authorities in relation to water, soil and minerals.	5.2.3. 4 policies	4	9	15	22	30	Community agreements register, minute meetings	every 2 years	AGIMS/COPAE/Madre Selva
	5.2.4. # of information actions on the political management of natural resources implemented	5.2.4. 46	42	84	130	178	228	Partners reports	every 2 years	COPAE/Madre Selva
5.3. Indigenous Peoples are present and active in the community democracy and national political life	5.3.1. # of indigenous men and women exercising authority in their villages and communities	5.3.1. 209 (the data was not collected disaggregated)	221 (50% women)	442 ((50% women)	642 (50% women)	877 (50% women)	1077 (50% women)	Partners reports/interviews	every year	AGIMS/COPAE/Madre Selva
	5.3.2. % of women participating in the indigenous organizations and councils	5.3.2. 25%	33 %	33 %	33 %	33 %	33 %	Partners reports	every year	AGIMS/COPAE/Madre Selva

Annex 4.1  
Climate Resilience Results Framework, Guatemala

Outcomes	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
	5.3.3 # of Indigenous representatives that assume strategies for accountability and transparency in the exercise of their duties as State and community authorities (MPs).	5.3.3. 0	1	3	4	7	9	Partners reports/surveys	every year	AGIMS/COPAE
5.4. Indigenous communities strengthen their political-territorial with own/proper jurisdiction to exercise self-government, justice and culture.	5.4.1. # of indigenous communities with strengthened strategic tools for policy and organization	5.4.1. 4	10	10	13	19	30	Partners reports	every year	COPAE/Madre Selva
Main activities: Technical and political training on IP rights, Assemblies, Production and divulgation of information on IP rights, Exchange of experience with national and international partners										



Annex 4.2  
Gender Based Violence Results Framework, Guatemala

Outcome nr 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Dominant social norms protect girls and women from GBV	1.1 # of Faith-based actors demonstrate social action to promote zero tolerance to prevent and respond to GBV	1.1 60. This baseline refers to traditional ancestral mayan leaders	30	60	90	120	150	narrative report AGIMS	every year	AGIMS
	1.2 # women`s organizations demonstrate social action to promote zero tolerance to prevent and respond to GBV	1.2 7	7	7	8	8	8	Report of women's organization, publications, social actions	every year	GGM
	1.3 # of actions taken by NCA partners that contribute to the implementation of the legal frameworks related to prevention and response to GBV	1.3 53 individual actions and in network with other organizations	54	108	162	216	270	action report, social demonstrations,	every year	GGM/AGIMS
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Faith communities and actors have developed policies to prevent, sanction and respond to GBV.	1.1. 1. # of initiatives implemented and promoted by faith actors to prevent, sanction and respond to GBV.	1.1.1. 1 national policy	4	5	6	7	9	follow up of the implementation of the national policies, training material used during the initiatives	every year	GGM/AGIMS

Annex 4.2  
Gender Based Violence Results Framework, Guatemala

1.2. FBOs and Indigenous communities have introduced positive and transformative masculinity approaches.	1.2.1. # of actions taken by men in the communities to condemn GBV	1.2.1. 15 actions. This data also includes the nr of reported cases of violence against women carried out by men	25 (part of the target is aleatory as the number of reported cases of violence cannot be previewed)	50 (part of the target is aleatory as the number of reported cases of violence cannot be previewed)	75 (part of the target is aleatory as the number of reported cases of violence cannot be previewed)	100 (part of the target is aleatory as the number of reported cases of violence cannot be previewed)	125 (part of the target is aleatory as the number of reported cases of violence cannot be previewed)	register of case of violence reported by men, social actions, community surveys	every year	AGIMS
1.3. Religious leaders and representatives of progressive FBOs have influenced their peers on matters relating to GBV.	1.3.1 # of religious leaders influenced by their peers on matters relating to GBV.	1.3.1. 30 ancestral leaders	5	10	15	20	25	list of leaders, networks, interviews	every year	AGIMS
1.4. Faith communities and actors boost equitable relations between men and women	1.4.1. # women whom role in the community has changed	1.4.1. 696	201	239	403	524	595	Partners report	every year	Fundacion Solar/AGIMS
Main activities: Participation in meeting with feminist network organizations, Meetings and trainings with the Agenda Política Mujeres with feminist diversity, Participation in international events, spaces and human rights of women to eliminate violence against women, Meetings and workshops with ancestral authorities on GBV, Reflective sessions with men about their role on the prevention of GBV and women's human rights, Training school on masculinity targeting all the men, Forums on violence against women, with ancestral authorities and operators of traditional justice, Meetings of joint partnerships efforts to unify demands, Meetings with the Commissions of Women, Human Rights, the Congress of the Republic on zero tolerance to GBV, Participation in international events/spaces on human rights of women and violence against women										
Outcome nr 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Increased participation of	2.1. No of arenas where women participate in decision making	2.1. 9 arenas	5	6	7	8	9	Community acts, list of participants in the arenas, surveys	Every year	Madre Selva, GGM, AGIMS

Annex 4.2  
Gender Based Violence Results Framework, Guatemala

women in decision-making processes at local and national level	2.2. No of women's demands responded by duty bearers (individual and collective authorities, churches, NGOs)	2.2. 13 demandas	16	25	45	66	87	Community surveys, community acts, minute meetings between communities and duty bearers	Every year	Madre Selva, GGM, AGIMS, COPAE
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1.The principle of free, prior and informed consent is applied in women's decision making related to matters of individual and societal interest.	2.1.1. # of decisions endorsed by women	5534 This baseline includes nr the of survivors that freely decided to continue the follow up offered by the supportive centers	The target can not be determined because one of the variable (number of survivors) can not be previewed					List of women that received informational briefings on their rights in the CAIMUS, list of women active in politic actions, list of women in the stove committees	Every year	Madre Selva, GGM, AGIMS
2.2. Women are trained in political and technical leadership skills to occupy strategic decision making positions/spaces/arenas	2.2.1 # of trained women	2.2.1. 66 women	120	220	310	350	490	Participants list in the Ecologic school, list of content of the methods and disciplines, list of participants of political trainings, number of women in local government structures	Every year	Madre Selva, AGIMS, COPAE
	2.2.2. # of women participating in strategic decision making positions(spaces)	2.2.2. 48 women. This indicator shows how many, among the trained women, are ready to take strategic positions	19	33	78	93	108	Community acts, women in the Government, women in community strategic positions	Every year	Madre Selva, AGIMS, COPAE, GGM

Annex 4.2  
Gender Based Violence Results Framework, Guatemala

2.3. Spaces for women's participation in governance and decision making process have been facilitated	2.3.1 No of local spaces for women's participation created and facilitated	2.3.1. 3 spaces	21	42	64	86	108	Community minutes meetings, direct observation, partners reports	Every year	AGIMS; Madre Selva
2.4. Social conditions for women's full participation are created.	2.4.1. Barriers to women's participation are diminished	2.4.1. PRIMARY DATA	TBD	TBD	TBD	TBD	TBD	surveys	every 2 years	AGIMS/Madre Selva
	2.4.2. # of women and children with diminished barriers	2.4.2. PRIMARY DATA	TDB	TBD	TBD	TBD	TBD	surveys	Every year	AGIMS; Madre Selva

Main activities: Participation in strategic arenas at district, municipal, community Development Councils, Training, curses, theaters about the UN declaration on Indigenous People Rights and ILO convention 169 , Inter-community visits and experience exchange, Annual Implementation of the Ecological School, Promoting participation of women in areas traditionally forbidden, Specific workshops on multiple oppressions analysis with women's groups, Advocacy actions to incorporate specific demands of women in different areas of participation, Participation in conjunctural areas relating to women's rights, Participation in the Departmental Development Council in Guatemala

Outcome nr 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3. GBV survivors have safely accessed adequate and appropriate support services	3.1.# of GBV survivors confirming quality of support services	3.1. 3000 women	The target can not be determined because the variable (number of survivors) can not be previewed					Surveys among women attended in the CAIMUS or community structures	Every year	AGIMS/GGM
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1. Partners advocacy efforts have contributed to establish adequate and appropriate holistic support services for survivors.	3.1.1 # of support mechanisms of holistic support to women survivors in place.	3.1.1. 5	5	5	6	6	6	List of support functioning support centers	Every year	AGIMS/GGM

Annex 4.2  
Gender Based Violence Results Framework, Guatemala

3.2. Communities have put in place mechanisms for reintegration of GBV survivors	3.2.1. # of women survivors of violence accessing community mechanisms for social, economic and political reintegration	3.2.1. 80 women	The target can not be determined because the variable (number of survivors) can not be previewed	List of women accessing supporting mechanisms	Every year	AGIMS
3.3. Women survivors of violence take free decisions based on an independent identity	3.3.1. # of women living apart from the aggressor	This baseline can not be measured at present. The indicator is too sensitive to be baselined with community surveys. It will be measured during the next years adding a note on the follow up register of survivors once discharged from the support centers	The target can not be determined because the variable (number of survivors) can not be previewed	Follow up register	Every year	GGM/AGIMS
	3.3.2 # of women that decide to return to their community if origin	This baseline can not be measured at present. The indicator is too sensitive to be baselined with community surveys. It will be measured during the next years adding a note on the follow up register of survivors once discharged from the support centers	The target can not be determined because the variable (number of survivors) can not be previewed	Follow up register	Every year	GGM/AGIMS

Annex 4.2  
Gender Based Violence Results Framework, Guatemala

3.3.3 # of women who actively and creatively convey the experience of violence from an "actor" identity	3.3.3. 38 women	The target can not be determined because the variable (number of survivors) can not be previewed	Follow up register, list of women of activities groups	Every year	AGIMS/GGM/COP AE
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Main activities: Comprehensive care to women survivors of violence requesting support for the first time, Support, advice, guidance and comprehensive support to women who decide to follow up the process, Integration of self support groups, Training on economic initiatives, Training on alternative sharing experience

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

Outcome nr 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Indigenous people (youths, women and men) have established small and micro enterprises or business	1.1. # of women, men and youth who have established enterprises in line with the economic priorities agreed by the communities	52 (no disaggregated data)	66 the target is partial as the economic initiatives will be annually identified by the communities as well as the number of people that will be involved	72 the target is partial as the economic initiatives will be annually identified by the communities as well as the number of people that will be involved	82 the target is partial as the economic initiatives will be annually identified by the communities as well as the number of people that will be involved	92 the target is partial as the economic initiatives will be annually identified by the communities as well as the number of people that will be involved	102 the target is partial as the economic initiatives will be annually identified by the communities as well as the number of people that will be involved	Community surveys, direct observation	every year	Fundacion Solar/Madre Selva
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1. Income generation initiatives are defined within a community development plan	1.1.1. # of income generating initiatives implemented within the community development plan	0	3 the target can change according to the development plans	5 the target can change according to the development plans	7 the target can change according to the development plans	9 the target can change according to the development plans	11 the target can change according to the development plans	Community development plan, register of community developed activities, minute community meetings	every year	Fundacion Solar/Madre Selva
1.2. Indigenous youths, men and women are organized into groups to	1.2.1. # of established groups	9	2	4	6	8	10	Community groups manual regulation, minute meetings	every year	Fundacion Solar/Madre Selva

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

develop economic initiatives	1.2.2. % of indigenous women and youths participating in the established groups	38% women and 16% of youth	50% women and 33% youth	50% women and 33% youth	50% women and 33% youth	50% women and 33% youth	50% women and 33% youth	Community groups manual regulation, minute meetings, list of participants in the community groups	every year	Fundacion Solar/Madre Selva
1.3. Indigenous youths, women and men have the skills to manage economic initiatives	1.3.1. # of indigenous youth, men women who have been trained on how to establish and run a business	25 Women. The existing project targeted only women. 0 men 0 youth	15 (50% WOMEN)	30 (50% WOMEN)	45 (50% WOMEN)	60 (50% WOMEN)	75 (50% WOMEN)	List of participants in the training sessions, partner reports	every year	Fundacion Solar
1.4. Community and intercommunity incubation hubs are established	1.4.1. # of rights holders with access to incubation hub services.	0	Mapping of services to be provided by incubation hubs (the ground work) and designing	Establishing 1 incubation hub.	100 rights holders	200 (rights holders)	300 (rights holders)	partner report	every year	Fundacion Solar
1.5. Indigenous youths, men and women have gained access to	1.5.1. # of youths, women and men	15 (no baseline disaggregated)	5	10	20	30	40	50	every year	Fundacion Solar



Annex 4.3  
Economic Empowerment Results Framework, Guatemala

capital to invest in economic initiatives	1.5.2. # of youths, women and men who contribute with financial capital for investment in economic initiatives	0	100 %	100 %	100 %	100 %	100 %	interviews, surveys	every 2 years	Fundacion Solar
1.6. Micro hydro power plants (MHPP) contribute to the economic sustainability of indigenous communities	1.6.1. # of energy users who pays the defined quota	86 %	86 %	90 %	95 %	95 %	95 %	Register of paying people	every year	Fundacion Solar/madre Selva
	1.6.2. # of MHPP economically sustainable	1	1	1	2	3	4		every 2 years	Fundacion Solar/madre Selva
	1.6.3. #of community investments realized with the income derived from the MHPP	0	0	1	2	3	4	Community agreement, minute community meetings, direct observation , surveys	every 2 years	Fundacion Solar/madre Selva
Main activities: Training on basic business skills, Funding of micro and small enterprises, Preparation of development plans with active community participation (plan de vida), Construction of MHPP, Meeting with community od MHPP sustainability, Strengthening of the community organizational system										

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

Outcome nr 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Indigenous youths, women and men increased their income from value chain development of the agricultural production or services	2.1. # of IP, women, men, youth that has increased production of goods and services	At present NCA Guatemala does not have any partners contributing to this indicator. New partners will be included in the portfolio during the strategic period.								
	2.2. # of women, man and youths that obtain a better price from the commercialization of goods or services	0	35	50	75	100	200	Community surveys, direct observation	every 2 years	Fundacion Solar

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

	2.2.3. # of IP youth, men and women with access to new markets	15	5	10	20	30	40	Community surveys, direct observation	every 2 years	Fundacion Solar
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1. Indigenous youths, women and men have technical skills to give added value to their products	2.1.1 # of IP youth, women and men using productivity growth tools and technologies	0	35	50	75	100	200	Community surveys, direct observation	every 2 years	Fundacion Solar
	2.1.2. # of right holders that have control of the value chain of the local income generation selected initiatives.	At present NCA Guatemala does not have any partners contributing to this indicator. New partners will be included in the portfolio during the strategic period								

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

2.2. Key bottlenecks in the value chain is being addressed by NCA partners	2.2.1 # of communities that have adequate income generation strategies due to the market analysis developed.	At present NCA Guatemala does not have any partners contributing to this indicator. New partners will be included in the portfolio during the strategic								
	2.2.2 # of groups of producers addressing infrastructure bottlenecks in their income generation initiatives.	At present NCA Guatemala does not have any partners contributing to this indicator. New partners will be included in the portfolio during the strategic period								

Annex 4.3  
Economic Empowerment Results Framework, Guatemala

	2.2.3. # of IP youth, women and men that have strategic alliances to access new markets	At present NCA Guatemala does not have any partners contributing to this indicator. New partners will be included in the portfolio during the strategic period.								
2.3. Indigenous youths, women and men make use of renewable energy for income generation initiatives	2.4.1.# of IP youth, women and men with access to renewable energy	3981 (the indicator was not collected disaggregated)	1600 (MS) falta dato FS	2150 (MS, falta dato FS)	2150 (MS, falta dato FS)	2150 (MS, falta dato FS)	40.000 (MS falta dato FS)	List of beneficiaries	every year	Fundacion Solar/Madre Selva
	2.4.2. # of IP youth, women and men with increased revenue by transforming their products using renewable energy	20 (the indicator was not collected disaggregated)	50	65	90	115	215	partner report	every year	FS
Main activities: Installation of new MHPP, facilitation of community organizational process to sustainable manage the MHPP,										

## Annex 5: Funding strategy and targets

### Donor Relations

Below are donors with whom NCA Guatemala will cultivate a relationship and solicit for new or renewed funding. This is based on the donor's interest in the intervention area, both geographically and thematically, and some existing relationships with the CR. NCA Guatemala is seeking a more diverse funding base but may need increased capacities in donor compliance issues to achieve this.

Donor		Relevance for NCA
Bilateral Donors	<b>Swedish Embassy/ SIDA</b>	The country strategy of the Swedish Embassy in Guatemala is expected to be published by October 2015. Expected focus in the new strategy include: gender mainstreaming, mainstreaming the environment and climate change perspective, economic empowerment, structural causes of poverty and inequality, and conditions for a fair and sustainable development. The Swedish Embassy prefer to fund long-term, integrated programmes. NCA has been in contact with key representatives of the Swedish Embassy, who have showed great interest in the integrated Clean Energy and Self-determination programme.
	<b>The German Embassy in Guatemala</b>	The German Embassy appears to be a stable donor in the country. GIZ has a particular focus on Democratic governance with equal rights, Environment and climate change adaptation, Reducing emissions from deforestation and forest degradation and Rural development and adaptation to climate change, including watershed management. Another German actors to explore is the KfW (German Development Bank).
	<b>The EU delegation in Guatemala</b>	EU representatives in Guatemala have previously showed interest for the integrated new energy program, and the CO will reestablish contact with relevant people at the EU delegation.
	<b>Dutch Embassy for Central America in Costa Rica</b>	NCA has previously had contact with representatives from the Dutch Embassy for CA in Costa Rica. There might be an interest for the to business development related to the micro hydro plants in the Integrated Clean Energy Program, which we will explore further, now that the funding from the Norwegian Embassy is in place for 3 years.
	<b>Royal Norwegian Embassy</b>	NCA is the sole administrator of the Norwegian Embassy's Clean Energy Funds (MFA) in 2015-2017. We will aim to continue this fundamental support to the NCA country program, through the Integrated Clean Energy Program.
<b>Consortia</b>	<b>Dutch MFA</b>	NCA Guatemala has responded to a call for proposals by the Dutch MFA on Leadership and Opportunities of Women 2016-2020, together with NCA Pakistan and Myanmar.
<b>Humanitarian Funds</b>	<b>DFID Rapid Response Mechanism</b>	NCA Guatemala is coordinating with Christian Aid, who is eligible for DFID funding) to develop a joint contingency plan (including partner analysis and capacity building) and set the bases to facilitate a joint bid to the DFID Rapid Response Facility in the event of a mayor rapid-onset disaster.
<b>Private Foundations</b>	<b>Not yet defined</b>	NCA is actively searching new relationships with actors who are looking for NGOs to administer funds from private foundations in Guatemala.

## SWOT analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Rootedness in local communities</li> <li>• Close cooperation with civil society actors</li> <li>• Programmatic interventions in line with needs of the population and donor priorities</li> <li>• Secured multi-year funding for integrated Clean Energy program from the Norwegian Embassy/MFA</li> <li>• Solid administrative capacity</li> <li>• Experienced local staff with strong NCA identity</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Capacity (time) for staff to write grants and deliver complex applications</li> <li>• Lack of FBO partners in current partner portfolio (ref. added value)</li> <li>• Lack of partners with expertise on certain program areas</li> <li>• More traditional approach lacking innovation in certain program areas</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Positive relationship and close alignment with other ACT Agencies, which means potential for forming consortia</li> <li>• There are opportunities to reach new donors and funds, due to: <ul style="list-style-type: none"> <li>- Despite tendency of reduced funding to Central America, there are many donors present in Guatemala</li> <li>- The thematic areas in the strategy are relevant for donors</li> <li>- Good incipient personal relations established with strategic donors</li> </ul> </li> <li>• New actors will be identified and chosen as specialized partners (faith based and others)</li> <li>• Strategic relationships with relevant private sector actors (enterprises, universities etc.)</li> <li>• Competition for funds will propel NCA Guatemala to "raise the bar" in terms of program innovation, implementation and management</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Dependence of NCA on Norwegian donors (NORAD + MFA/Embassy)</li> <li>• The international development aid to Guatemala is generally decreasing</li> <li>• Stronger competition than ever for funds</li> </ul> <p>Some programmatic areas could be seen as conflictive by the government and private sector, and possibly some donors</p>

## Funding Investments

Area	Investment needed
Donor engagement and relationship management	<ul style="list-style-type: none"> <li>• Communications and marketing materials will be developed with a clear articulation of NCA's added value in Guatemala</li> <li>• One of these products is the book/booklet that will be produced for the celebration of NCA's 40th anniversary in Guatemala in 2016.</li> </ul>
Grant management and reporting	<ul style="list-style-type: none"> <li>• Increased/dedicated support from head office to support the submission of complex applications</li> <li>• Staff capacity building in areas including grants management and reporting, particularly for donors with strict and complex compliance standards</li> </ul>
Program coordination and innovation	<p>The integrated clean energy program is one of the initiatives that may attract the most funding in the coming years, both due to its thematic relevance for many donors and its need for and capacity to absorb large amounts of funds. Due to this and its complex nature it is therefore necessary to invest in a full-time program coordinator for this particular program</p>
Specialized partners	<p>We need to invest in new partners with expertise on contextualized best-practices for medium scale climate resilience agriculture, and on value-chain development.</p>
Program staff capacity building	<p>Investments may also be needed to ensure NCA staff capacity in the above mentioned areas to ensure good partner accompaniment.</p>



## Budget Forecast

Year		2016		2017		2018		2019		2020	
Funding Type		Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Programme	Climate Resilience	3,4	1	4,1	1	4,4	1	3,4	2	3,5	2
	Economic Empowerment	7,3	1	7,6	1	7,4	1,5	8,3	2	8,5	2
	Gender Based Violence	3,5	2,6	3,7	2,9	3,6	3,4	3,5	3,1	3,8	3,6
Sub-Total		14,2	4,6	15,4	4,9	15,4	5,9	15,2	7,1	15,8	7,6
Percentage of total funding		76 %	24 %	76 %	24 %	72 %	28 %	68 %	32 %	68 %	32 %
Amount secured of total		14,2	0	15,4	0	15,4	0	15,2	0	15,8	0
Grand Total		18,8		20,3		21,3		22,3		23,4	
				Total budget increase from previous year:		Total budget increase from previous year:		Total budget increase from previous year:		Total budget increase from previous year:	
				1,5		1		1		1,1	

## Annex 6: Planned evaluations

Programme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Partner evaluation	2016	NORAD and others	Fundacion Solar, COPAE	E	Impact evaluation
1. Partner evaluations 2. Programme evaluation	2017	NORAD and others	GIMS; Madre Selva and CR program	E	1. Impact evaluations 2. Programme revision
1. Partner evaluations 2. Programme evaluation	2018	NORAD and others	GGM, coutry strategy mid term evaluation	E	1. Partner evaluation 2. Intermediate revision
1. Partner evaluations 2. Programme evaluation	2019	NORAD and others	GBV	E	1. Impact evaluation 2. Programme revision
1. Partner evaluations 2. Programme evaluation	2020	NORAD and others	EE country strategy final evaluation	E	1. Impact evaluation 2. Programme revision

## Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
1	Common crime	High	High	High	Mitigate	Avoid to visit trouble and unsafe areas, if you are a visitor contact NCA for information about safe and unsafe areas. During travels don't drive at night. Don't show valuables assets as jewelry, cameras, phones, laptops, etc.	Periodical analysis of the situation at staff level and or with partners participation.  Security document updated every year, and all local and international staff updated.	CR - Security Committee
2	Earthquakes, and other natural disasters	High	Moderate	High	Accept/ mitigate	Follow the instructions of the emergency authorities. Identify the safest places near you. Keep at hand emergency phone numbers and contact NCA personnel.	Security document updated every year, and all local and international staff updated. ACT Emergency Plan and protocols updated.	CR - Security Committee
3	Violence due to the political situation in the country	Medium	Moderate	Moderate	Monitor the development in conflict prone areas in case of visits.  Joint context analysis, monitoring and actions with the	Periodical analysis of the situation at staff level and/or with partners.	All personnel	

					Forum of IN-GOs.  Move away from the place of the demonstrations or conflict immediately. Contact NCA office.			
4	Traffic accidents	High	Critical	High	Avoid/mitigate	Don't drink and drive. Obey the speed limits and traffic signals. Don't drive if you are tired or ill. Avoid driving at night. Always use the seatbelt.	Follow the rules for safe driving. Sharp follow up of NCA Regional Office Security Plan.	All personnel
5	Reduction of funds to sustain the program	medium	Critical	High	Mitigate	Keep a plan for diversification of funds. Have an open contact with present and new donors. Have ready proposals for new funding.	Fund raising plan aiming to obtain new funding. Diversification in finding funding sources.	CR, VS, FY, FR, MAC
6	Impact of natural disasters in the programme working areas	High	Critical	High	Accept/mitigate	Ask the partners to prepare a mapping of risks in their working areas. Coordinate with ACT forum the emergency training for partners and beneficiaries.	Periodic monitoring during field visits. Forecast Analysis mainly during raining season. Emergency Plan updated.	CR, FR

7	Further decreased democratic space for civil society that are critical of the current (new from 2016) regime and the economical model of the country	Medium	Moderate	Moderate	Mitigate	Careful information management, keep low profile when necessary, strategic alliances;	Joint context analysis, monitoring and actions (letters, meetings with governments, Embassies etc.) with the Forum of INGOs, FONGI. Close partner accompaniment in critical periods.	CR
8	Fraud, lack of Accountability	Medium	Moderate	Moderate	Mitigate	Make a close follow up of partner's activities and to the periodical financial reports. Identify partners' weaknesses and training opportunities. Regular audits, capacity development and accompaniment on financial and administrative issues, continuous referral and dialogue related to HAP/accountability, including implementation of our complaints mechanism system,	All partners sign the Code of Conduct, receive HAP training and carry out consolidated AFS onwards. Improve HAP Standards and conduct monitor with Partners. Annual revision of Code of Conduct and Code of Good Practices.	CR, FR, with support from VS, FY, MAC
9	Not achieving the planned results	Medium	Moderate	Moderate	Mitigate	Make a close follow up of partner's activities and to the periodical narrative reports.	Improve PMER systems. Systematic field visits.	CR, VS, FY, FR, MAC

10	Change of key personnel	Low	Moderate	Moderate	Mitigate	Keep a good communication with all personnel. Provide good working environment for all personnel. Provide opportunities for career development. Keep a competitive package of benefits.	Improve staff skills (follow up of HAP Benchmark No. 2). Follow up PDRs.	CR
11	Reduction of funding	Medium	Critical	High	Mitigate	Keep a plan for diversification of funds. Have an open contact with present and new donors. Have ready proposals for new funding.	Close contact with HO Global Funding Advisor. Internal capacity development to attend calls from donors. Develop team responsibility to obtain funding. Identify new donors. Establish cooperation with sister organizations.	CR, VS
12	Motivation of staff	Low	Moderate	Moderate	Mitigate	Keep a good communication with all personnel. Provide good working environment for all personnel. Provide opportunities for career development. Keep a competitive package of benefits.	Strengthen the role and clarify leadership responsibilities of the Senior Management Team	CR