United Nations

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
29 June 2021

Original: English

Second regular session 2021
30 August – 2 September 2021, New York
Item 5 of the provisional agenda
Country programmes and related matters

Country programme document for Guatemala (2022–2025)

Contents

Please recycle ♻

I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. This country programme document is aligned with the general government policy for the period 2020-2024, and the United Nations Sustainable Development Cooperation Framework, 2020-2025 agreed with the Government of Guatemala. The country programme document contributes to the K'atun National Development Plan: Our Guatemala 2032 national priorities, which also integrates national commitments to achieve the Sustainable Development Goals.

2. The general government policy[1] asserts that the State must ensure institutional strengthening, through a continuous modernization process that reviews and redefines public duties. It recognizes the need for a robust institutional framework to address pressing challenges and generate growth opportunities for vulnerable groups that have historically been left behind.

3. Despite efforts to fight corruption, the Corruption Perceptions Index[2] shows that Guatemala dropped eight points between 2012 and 2020, when it ranked 149th out of 180 countries.

4. An analysis by the former Presidential Commission on Human Rights showed that conflicts increased from 1,704 in 2015 to 2,431 in 2018. Land and natural resource exploitation are the main sources of conflict.

5. According to the National Population Census XII and the National Housing Census VII (2018), 51.5 per cent of the population are women. However, only 11.9 per cent of Congressmen are women (among whom only 1.88 per cent are indigenous women) and 2.94 per cent of all mayors in the country are women (with no indigenous women). Forty-six per cent of the people live in rural areas.

6. Access to efficient and transparent justice is one challenge the country faces, with the Global Impunity Index[3] ranking Guatemala 59th out of 69 countries and rating the justice system category with the lowest score.

7. Despite the downward trend in the rate of homicides of women (2010: 9.6; 2020: 4.2[4]), levels of violence against women are alarming: the Public Prosecutor's Office reported an increase in violence against women (from 57,741 cases in 2019 to 60,199 in 2020) and acknowledged 136 femicides in 2020. The justice system has received an average of 231 complaints daily in 2021.

8. The World Bank characterizes the economy of Guatemala as stable, with an average growth of 3.5 per cent in the last five years. However, this stability has not translated into progress in human development or in reducing inequality, as 59 per cent of the people live in poverty and 23 per cent in extreme poverty. Those figures might rise as a result of the COVID-19 pandemic. The ranking of Guatemala on the 2020 Human Development Index is 0.663 (127th out of 189 countries), and its Gender Inequality Index ranking is 0.479, indicating some of the highest inequalities in Latin America and the Caribbean. According to official records, 64.7 per cent of the population lives in multidimensional poverty. However, for indigenous people (41 per cent of the population) the figure rises to 80 per cent.

9. The Gini coefficient, calculated by UNDP and the World Bank, shows that income inequality stands at 0.483. The Bank points out that Guatemala has the sixth-highest rate of chronic malnutrition in the world and the highest in the region. Furthermore, chronic child

---

[1] General government policy for the period 2020-2024, Government of Guatemala, 2020

[2] Transparency International, 2021

[3] University of the Americas, Puebla, 2020

[4] Civil National Police

malnutrition affects 47 per cent of all children under five, and 58 per cent of indigenous children. The Guatemalan government has low revenues, with 10.1 per cent of gross domestic product collected in 2020, according to the Bank of Guatemala. This limits capacities for public and social investments. The Core Diagnostic Instrument[5] of 2019 found that only 16.9 per cent of the population was covered by social protection programmes. Nevertheless, in 2020 the Government implemented major social programmes that reached more than 2.6 million families.

10.   Guatemala has the second-highest entrepreneurship rate in the world (27.5 per cent in 2019), according the Global Entrepreneurship Monitor. According to the National Statistics Institute, 65.3 per cent of employed people work in informal activities (that figure rises to 75.3 per cent in rural areas, and 82.6 per cent for indigenous people). In 2018, 66 per cent of men were economically active and 34 per cent of women. On average men received a monthly income 12 per cent higher than women.[6] Thirteen per cent of economically active women are employed as domestic workers[7].

11.   Guatemala has one of the highest rates of non-internet users in the region, with only 43 per cent mobile internet subscribers.

12.   In recent years, migration by the elderly, young people, and unaccompanied children has increased, including 22.5 per cent of women (2018 census). Remittances have played a dominant role in the national economy, benefiting approximately 6.2 million people.[8]

13.   Guatemala is located in a geographical area with high vulnerability to natural phenomena, being one of the 15 countries most affected by climate change[9] worldwide and the seventh in terms of risks associated with natural disasters.[10] It belongs to the group of mega-diverse countries. The main challenges are: the expansion of unsustainable agriculture; soil erosion caused by logging and forest fires; and contaminated water. These result in great human and material costs, particularly for women and people who depend on traditional production systems.[11,12]

14.   The independent country programme evaluation, 2019, shows that UNDP played an integrating and facilitating role in inter-agency collaboration and in building synergies with development partners. During the COVID-19 crisis, its technical capacity for multidimensional analysis of information was key to leading the United Nations socio-economic response framework from a technical perspective.

15.   The experience of UNDP, and its capacities to address conflict at national and local levels, were highlighted in the evaluation as key to ensuring the sustainability of development results.

16.   The consultation workshops on the United Nations Sustainable Development Cooperation Framework recognized that one added value brought by UNDP was its programmatic and operational capacity to systematically manage a range of projects addressing a variety of development challenges and funded by different donors with high quality and transparency standards.

17.   The country programme evaluation found that UNDP responded successfully to national development priorities and was an impartial and trusted partner whose technical

---

[5] Inter-agency social protection assessment, 2019

[6] United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), 2019)

[7] National Statistics Institute, 2018

[8] Common country assessment for Guatemala, United Nations in Guatemala, 2019

[9] Global Climate Risk Index 2020, Germanwatch

[10] Risk index of most disaster-prone countries in the world, United Nations University in Tokyo, Japan

[11] Strategy for gender mainstreaming and climate change to support the nationally determined contribution, Ministry of Environment and Natural Resources, 2020

[12] Analysis of the socio-economic effects and impacts of COVID-19 in Guatemala, United Nations in Guatemala, 2020

capacities allowed the creation of spaces for dialogue across sectors and with multiple stakeholders.

18.   The evaluation recognized the work of UNDP in municipal strengthening and inter-sectoral collaboration, under the principles of sustainable resource management, disaster risk reduction, and resilience in local development processes.

19.   Finally, the evaluation noted that UNDP should promote more strategic and inclusive interventions to strengthen comprehensive security and justice systems for peacebuilding and reconciliation.

II.   Programme priorities and partnerships

20.   The theory of change reflected in the Cooperation Framework and the country programme document considers that institutional effectiveness is a necessary condition for achieving transformative and innovative development results at national and local levels. This programme will contribute to tackling key development challenges affecting the country and especially vulnerable populations, particularly indigenous people, women, youth, and lesbian, gay, bisexual and transgender people, leaving no one behind.

21.   Consultations with more than 500 stakeholders, including women and indigenous people, were taken into account. The proposed country programme, which is aligned with the UNDP Strategic Plan, 2018-2021, implements the signature solution of strengthening accountable and inclusive good governance and uses the regional approach to productivity, inclusiveness, and resilience. The vision of UNDP is to contribute to national efforts towards sustainable, resilient, equitable and inclusive development, using a participatory and innovative approach. It contributes directly to four of the 12 Cooperation Framework outcomes, but given the inclusive and multidimensional approach to development, it will contribute significantly to other outcomes. It will promote gender equality and women's empowerment and will prioritize local-level interventions.

22.   UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and UN-Women, given their interest in working in an integrated and coherent manner and building on their collaborative advantages, have agreed to promote, through their respective programmes, the coordination mechanisms needed to leave no one behind and to accelerate achievement of the objectives of the 2030 Agenda for Sustainable Development, strengthening the nexus between peace, development, and humanitarian action.

Strong institutions

23.   The theory of change behind this priority is: if State institutions are strengthened and transformed with innovation at national and local levels, and if greater levels of transparency and inclusiveness are generated, then the response to the needs of the population will be efficient, effective, and sustainable.

24.   UNDP will support the Presidential Secretariat for Planning and Programming in building capacities to tailor national and sectoral plans at local levels, and in developing participatory local development plans. In coordination with the Executive Coordination Secretariat of the Presidency and the Secretariat for Planning and Programming, municipal governments will strengthen their leadership, management, and strategic planning capacities for local development and governance, implementing innovative solutions within the framework of deconcentration and decentralization of efficient, user-oriented public services, with cultural relevance, transparency, and a gender approach, thus achieving integrated Sustainable Development Goal 16.

25.   UNDP will promote innovation in technology use, data generation, information systems development, and gender analysis to strengthen evidence-based decision-making at the national and local levels. These efforts, undertaken in collaboration with the National Statistics Institute and the Ministry of Interior, will strengthen the development of public

policies emphasizing citizen security. With the United Nations Educational, Scientific and Cultural Organization and UNICEF, UNDP will support national efforts to reduce the existing digital divide in access to information and communications technologies.

26. UNDP will provide technical support to inter-institutional coordination mechanisms led by national institutions in social and economic cabinets, integrated rural development, and science and technology alliances amongst others.

27. To fight corruption, UNDP will support the State Attorney's Office, the General Comptroller's Office, and the Ombudsman's Office, as well as the Superintendency of Tax Administration, in strengthening their technical and interinstitutional coordination capacities.

28. Under the leadership of national or local State institutions, UNDP, with other United Nations agencies and civil society organizations, will promote the development of capacities and mechanisms for citizen participation by building consensus strategies and inclusive social auditing using a human rights, gender, and cultural relevance approach.

29. UNDP will collaborate with the Supreme Electoral Tribunal in developing strategies to prevent and mitigate potential conflicts arising from electoral processes, and in increasing citizen participation in the 2023 elections, particularly that of women and indigenous people in coordination with UN-Women and the Office of the High Commissioner for Human Rights (OHCHR).

30. With the United Nations High Commissioner for Refugees and the International Organization for Migration, UNDP will cooperate with national institutions to integrate a human mobility perspective into national and local-level plans, policies, and programmes through a participatory process with returnee populations, using a gender approach.

31. UNDP will promote the creation and dissemination of global, regional and national knowledge to contribute to strategic and inclusive post-COVID-19 decision-making processes on human development and democratic governance, including fiscal policies and budget allocation, with a focus on social inclusion and care work.

Peace, security and justice

32. The theory of change for this priority states that if security and justice institutions have innovative tools and technologies to generate and analyse data, and if State institutions and citizens are strengthened to address conflict causes, then they will contribute to the design, implementation and evaluation of public policies that offer transparent, innovative, efficient and culturally sensitive justice, diminishing social conflicts and guaranteeing inclusive participation.

33. With the justice system, UNDP will use an inclusive, people-centred approach to support the Constitutional Court, the Judiciary, and the Ombudsman's Office in strengthening their institutional capacities to enable access to justice in a transparent, innovative and efficient manner.

34. UNDP will support the fight against impunity by strengthening the management capacities of the Special Prosecutor's Office against Impunity and the technical support units for prosecutors in the Public Prosecutor's Office, among others. South-South cooperation – mainly with Honduras and El Salvador – and triangular cooperation will be facilitated.

35. UNDP will continue to support collaboration, coordination, and dialogue efforts between justice institutions and civil society organizations for access to restorative and transformative justice with a development approach.

36. With the legislative body, support and access to international best practices will be provided to legislative commissions upon request to enrich the discussions surrounding legal frameworks for structural issues and sustainable development.

37.   UNDP will support the national and local architectures for dialogue and peace. Comprehensive and inclusive dialogue and mediation capacities of public institutions will be strengthened through expertise and innovative tools. The capacities of civil society for a comprehensive and constructive approach to development dialogue and conflict management will also be strengthened.

38.   UNDP will support the State in strengthening the technical, political, and operational capacities of public institutions for women, with special emphasis on those responsible for preventing violence against women. It will promote the development of protocols to address sexual harassment in the workplace.

Building resilience for adaptation to climate change

39.   The theory of change for this priority states that: if technical, financial and operational capacities for a coordinated response to the impacts of climate change are strengthened, and if resilient recovery processes, conservation and sustainable use of biodiversity are promoted, then natural resources management and human development will be effectively and sustainably achieved.

40.   UNDP will strengthen inter-institutional and intersectoral coordination platforms for development planning, climate change adaptation and mitigation, biodiversity and protected areas management, food security, and disaster risk reduction management.

41.   UNDP will support the capacities of national government institutions and municipalities to implement policies, strategies, regulations and protocols for environmental and natural resources planning. UNDP will promote inclusive and participatory municipal development planning processes and encourage economic and socially sustainable land-use practices, climate change adaptation measures, risk management, and green economy, with a special emphasis on their impact on women's livelihoods. UNDP will promote (a) strategic alliances with national and local institutions to advance green financing strategies and mechanisms; and (b) sustainable productive chains based on agricultural good practices and international high quality standards for national and international markets.

42.   UNDP will promote local multidimensional development with a gender perspective, emphasizing the provision of basic services, access to decent housing, social protection, natural resources, environment and low-emission renewable energy management, and local economic development, including wood-saving stoves. UNDP will strengthen municipal financial management capacities to enhance gender- and results-based budgets to respond to local sustainable development priorities. UNDP will promote strategic alliances to design and implement innovative nature-based financial solutions that foster the adoption of adaptation and mitigation measures, considering social roles and gender inequalities, to facilitate a greener and more resilient economy.

43.   UNDP will enhance integrated territorial management, promoting the sustainable development of cities and creating conditions for joint public and private investment to support and expand the accessibility of services, technology, innovation and production infrastructure.

44.   UNDP will enhance inter-institutional capacities and coordination mechanisms for the sustainable management of natural resources, protected areas, agricultural practices adapted to the effects of climate change; and – with national institutions and the Food and Agriculture Organization – the integrated management of water and coastal marine resources, in coordination with municipalities.

45.   With Chile, Colombia, Costa Rica, the Dominican Republic, Honduras and Mexico, UNDP will promote South-South cooperation on biodiversity in coffee production areas, governance and water management basin levels, reviewing and implementing nationally determined contributions, integrated solid waste management, and financial solutions for biodiversity and climate change.

46.   UNDP will support the Executive Secretariat of the National Coordinator for Disaster Reduction, strengthening its capacities to promote integration and inter-institutional coordination of the disaster risk reduction coordination system at the national, regional, departmental, municipal and local levels. Likewise, UNDP will enhance disaster risk prevention, preparedness, response and recovery, promoting women's participation in leadership roles in those processes. UNDP will support the Executive Secretariat in designing and implementing communication and public awareness strategies that promote a culture of disaster reduction and provide timely, relevant information on the effects of disasters. Under this approach UNDP, with Colombia and Ecuador, will promote South-South cooperation with respect to post-disaster damage, needs assessment and the use of assessment tools.

Sustainable and inclusive socioeconomic development

47.   The theory of change states that, if the public institutions are strengthened for implementing an effective social protection system with gender perspective, if citizens are informed about social programmes, if financial inclusion of vulnerable populations is achieved and if capacities for the competitiveness of entrepreneurs and micro, small and medium-sized enterprises are strengthened, then there will be significant progress in human development and the root causes of migration will be addressed.

48.   In coordination with UNFPA, UNICEF, OHCHR and the World Food Programme, UNDP will deepen its alliance with the Ministry of Social Development to strengthen the national social protection system, using a gender perspective and prioritizing vulnerabilities faced by people in crisis and shocks. Coordination, collaboration, and partnerships with other public institutions, private sector and civil society organizations will be promoted for effective territorial coordination and regional exchange of best practices.

49.   Using a multidimensional and life-cycle approach, UNDP will support the implementation of a gender-sensitive household social registry to identify and select households living in poverty, also promoting women's leadership and empowerment. UNDP will also support implementation of the Multidimensional Poverty Index, using a territorial approach to measure the main deprivations faced by people living in poverty and extreme poverty, and to target social assistance and protection.

50.   In collaboration with UNICEF, and within the framework of the government priority 'Great National Crusade for Nutrition', UNDP will support the capacity-building efforts of the Ministry of Public Finance and the Secretariat of Food Security and Nutrition to identify multiyear budget financial gaps and determine costing and funding sources, using a results-based management approach. These efforts will be coordinated with the Ministry of Health and Social Assistance, the Ministry of Social Development, and the Ministry of Agriculture, Livestock and Food.

51.   UNDP will support the efforts of the Ministry of Economy, the Bank of Guatemala and the Superintendency of Banks to consolidate the national strategy for financial inclusion, 2019-2023, to help households engaged in informal economic activities gain access to financial services and improve their standard of living and well-being, considering gender inequalities. In alliance with other institutions, UNDP will identify catalytic actions to promote the productive use of remittances.

52.   In support to the implementation of the national policy for decent employment, 2017-2032, and in partnership with other United Nations organizations, national entities, municipalities and the private sector, UNDP will develop technical training and labour market insertion processes – mainly for youth, women, and persons with disabilities – to contribute to employment access opportunities and income-generating activities and to promote labour and tax formalization.

53.   UNDP will promote the development of strategic alliances between the private sector at national and local levels, municipal entrepreneurship centres, agricultural producers'

associations, industries, the banking sector, and national institutions, to promote financial education training processes, with a gender, green economy, human rights and business approach to strengthening innovative alternative mechanisms to enhance the competitiveness of micro, small and medium-sized enterprises and their insertion into the formal market.

54.   UNDP will collaborate with the Government in developing and implementing gender-sensitive strategies towards the recovery of the informal sector, which was impacted by COVID-19 and/or by natural disasters, and which lacks access to the labour and social protection systems.

III.   Programme and risk management

55.   Guatemala is vulnerable to the effects of climate change and natural disasters, which generate substantial development setbacks. UNDP will collaborate with the Executive Secretariat of the National Coordinator for Disaster Reduction to develop disaster risk prevention and management strategies and will support early recovery solutions.

56.   Guatemala has high levels of social conflict. This programme will address the structural causes of conflict and will strengthen dialogue and peace capacities. Due to high levels of gender violence, UNDP will implement a programmatic prevention line of action.

57.   Guatemala faces significant innovation and development challenges. The UNDP Acceleration Lab will contribute to addressing these. COVID-19 has highlighted the importance of technological modernization in public institutions to guarantee adequate services to citizens. UNDP will coordinate efforts with the National Secretariat of Science and Technology and other public institutions to stimulate the generation, dissemination, transfer and use of technological modernization. COVID-19 has also highlighted challenges to governance, including gender-based violence and inequality. As a mitigation measure, UNDP will promote a comprehensive cross-cutting approach to address COVID-19 in all its projects. With UNDP technical leadership, the United Nations has prepared the COVID-19 socioeconomic impact assessment and response plan in support of government actions to mitigate the socioeconomic impacts of COVID-19.

58.   The limited scope for national and local budget allocation to sustain and scale up the development results achieved by the projects poses a challenge. The management capacities of municipal governments will be strengthened and capacities for social budgeting will be supported.

59.   The findings and recommendations of the Independent Country Evaluation and other evaluations will be used as references for this cycle. Risks will be monitored through close compliance with institutional requirements.

60.   The programme will apply UNDP social and environmental standards and accountability and grievance redress mechanisms. All projects will include gender analysis and a plan to achieve gender equality, and will prioritize local-level interventions.

61.   This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the Programme and Operations Policies and Procedures and Internal Control Framework.

62.   The programme will be nationally executed. If necessary, national execution may be replaced with direct execution for part or all of the programme to enable response to *force majeure*. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions

and classifications for programme and development effectiveness will be charged to the concerned projects.

63. The country office stands out for its administrative management and will aim to continue responding with high-quality standards to implement the programme effectively and efficiently, seeking continuous improvement in process flows and maintaining satisfactory audit results, green dashboards, and accountability. The programme will be implemented based on the diversification of strategic alliances and funding sources.

IV.   Monitoring and evaluation

64. Regional best practices, results achieved and lessons learned identified in programme and project evaluations will contribute to the national priorities enumerated in the general government policy, and to the Sustainable Development Goals.

65. The country programme will be monitored in line with the Cooperation Framework, and UNDP will contribute to prepare United Nations country team annual reports through the 'UN INFO' platform. The platform seeks to support public institutions in generating and analysing statistical data on sustainable development, for evidence-based policy decision-making and to measure progress on the results obtained. UNDP will collaborate with the National Statistics Institute on citizen security and social protection; the Ministry of Interior on citizen security; and the Ministry of Social Development on the targeting and prioritization of social programmes.

66. Alliances with academia and research institutions will be strengthened to produce and analyse information using a multidimensional approach.

67. The indicators, with their respective baselines and targets, are disaggregated according to the groups identified in this programme, and each project will assure the monitoring of gender gaps, including the gender marker and budget.

68. Available resources will be tapped to improve capacity in the data collection and gender-disaggregated analysis of the progress of programme results, drawing on strategic alliances with research institutes and collaboration with the UNDP Global Policy Network and the regional centre, as well as the inter-agency efforts of the statistics cluster and the monitoring and evaluation sub-cluster.

69. Capacities of the Acceleration Lab will be embedded in the programme, including the identification of local solutions, exploration of new data sources and learning through experimentation, to allow the application of innovative tools for participatory monitoring and evaluation processes, with gender-disaggregated visual representations data and geo-referencing.

Annex. Results and resources framework for Guatemala (2022-2025)

National priority or goal: Institutional Strengthening, Security and Justice (Sustainable Development Goals 1, 10, 11 and 16). General government policy (GGP): Responsible, transparent and effective government	
Cooperation Framework (or equivalent) outcome involving UNDP No. 1. (Strong institutions, outcome No. 1): By 2025, State institutions improve democratic governance, efficient and transparent management of resources, and evidence-based decision-making, including the use of information and communication technologies.	
Related Strategic Plan outcome: Outcome 2. Accelerate structural transformations for sustainable development.	

Cooperation Framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs *(including indicators, baselines, targets)*	Major partners / partnerships / frameworks	Estimated cost by outcome (in $ thousands)
Number of municipalities in middle category (with population over 5,500) of General Municipal Management Index Baseline 2018: 1 Target 2025: 23 Guatemalan Corruption Perception Index Baseline 2020: 25 Target 2025: 29	Presidential Secretariat for Planning and Programming (SEGEPLAN), biannually Transparency International, annually.	1.1. Increased capacities of State institutions for efficient and innovative public management and the implementation of evidence-based policies. Number of institutions and departmental technical units with tools and methodologies for efficient public management, including digital technologies and big data. Baseline 2021: 1 Target 2025: 5 Source: UNDP, annually Number of new institutionalized public information access tools for evidence-based decision-making. Baseline 2021: 1 Target 2025: 3 Source: UNDP, annually 1.2. Increased capacities of State institutions and citizens for awareness, prevention, and compliance with anti-corruption measures. Number of institutions at national and local level with tools for the quality of spending and a greater culture of accountability and transparency. Baseline 2021: 2 Target 2025: 11 Source: UNDP, annually Number of institutions and civil society organizations that create local audit and accountability tools. Baseline 2021: 10 Target 2025: 22 Source: UNDP, annually	Government institutions Autonomous institutions and control bodies Municipalities Civil society organizations (CSOs) Women, indigenous people and youth organizations; society organizations working for transparency, Private sector: Chambers of commerce Donors: United States Agency for International Development Government of Guatemala Norway,	**Regular 0** **Other: 43,377**

		1.3. Increased decision-making spaces where women, youth, indigenous peoples, people with disabilities and returnees participate Number of development plans that include proposals from youth, women, returnees and indigenous people Baseline 2021: 4 Target 2025: 13 Source: SEGEPLAN, annually 1.4. Knowledge products available for State institutions and citizens, which contribute to strategic decision-making about the integral development of the country Number of sustainable development knowledge products produced Baseline 2021: 11 Target 2025: 22 Source: UNDP, annually Number of development solutions, mapped, experimented and explored for learning and potential scaling Baseline 2021: 0 Target 2025: 10 Source: UNDP, annually		
National priority or goal: Institutional strengthening, security and justice (Sustainable Development Goals 1, 10, 11 and 16). GGP: Responsible, transparent and effective government				
Cooperation Framework (or equivalent) outcome involving UNDP No. 2. (Peace, security and justice, outcome No. 1) By 2025, strengthened State institutions increase citizen security, access to justice and the transformation of conflicts, seeking greater coordination at the national and local levels.				
Related Strategic Plan outcome: Outcome 2. Accelerate structural transformations for sustainable development.				
Number of homicides per 100,000 population, by sex Baseline 2019: 21.5 Men: 37.0 Women: 6.5 Target 2025: 10.5 Men: 17.9 Women: 3.2 Global Impunity Index Baseline 2020: 49.66 Target 2025: 44.87	Ministry of Interior, annually The Global American, annually	2.1. Security, justice and peace institutions have the capacities, tools and innovative technologies to offer transparent, transformative and efficient justice Number of innovative tools implemented by justice institutions to reduce impunity and support institutional modernization Baseline 2021: 17 Target 2025: 35 Source: Judicial System, annually Number of normative frameworks, protocols and	Government institutions. Autonomous institutions and control bodies. Municipalities, Civil Society: Indigenous and ancestral authorities Private sector:	**Regular: 1,436** **Other: 35,183**

		tools developed for the effective access of women and indigenous peoples to justice, and transformative reparations	College of Engineers of Guatemala	
		Baseline 2021: 3 Target 2025: 12 Source: UNDP, annually	Donors: Peacebuilding Fund UNDP Norway Sweden Switzerland European Union USAID	
		2.2. Increased inter-institutional spaces of State and citizen institutions to address the structural causes of conflict, at national and local levels		
		Number of inter-institutional coordination mechanisms established at central and local levels with a gender perspective to deal with conflict		
		Baseline 2021:1 Target 2025: 3 Source: Presidential Commission for Peace and Human Rights, annually		
		Number of institutions, CSOs and private sector entities with strengthened capacities to deal with conflict		
		Baseline 2021:5 Target 2025: 12 Source: UNDP, annually		
		2.3. Increased capacities and tools of State institutions for data creation and analysis for the prevention of and comprehensive approach to violence against women, girls and adolescents at national and local levels		
		Number of institutional protocols for the prevention of sexual and workplace harassment		
		Baseline 2021:3 Target 2025: 5 Source: UNDP, annually		
		Number of municipalities with strengthened Women's Directorates for the prevention of violence against women, girls and adolescents		
		Baseline 2021:0 Target 2025: 7 Source: Executive Coordination Secretariat of the Presidency, annually		

National priority or goal: Access to water and natural resources management and land-use planning (Sustainable Development Goals 9, 10, 11 and 12)				
Cooperation Framework (or equivalent) outcome involving UNDP No. 3. (Environment, outcome No. 1) By 2025, the State of Guatemala strengthens its policies, strategies and programmes that promote mitigation and adaptation to climate change, the governance of territories, natural resources and ecosystems, improving the comprehensive management of environmental, climatic, health, hydrological and geodynamic risks, with an integrated approach, and guaranteeing the sustainable use of management of natural resources, with an emphasis on the most vulnerable population groups and territories.				
Related Strategic Plan outcome: Outcome 3. Strengthen resilience to shocks and crises				
Strategic Plan indicator 3.3.1.1. Number of municipalities with sub-national mechanisms for mitigating risks to urban centres Baseline: 14 Target:36 *Strategic Plan indicator 1.4.1.1.* Number of hectares under sustainable forest or land management Baseline: 0 Target: 78,000	Municipal management ranking SEGEPLAN, biannually National Council for Protected Areas (CONAP) and National Forestry Institute, annually	3.1. Government institutions have increased capacities to respond to the effects of climate change Existence of approved strategic action plan for the Motagua Basin, shared with Honduras Baseline 2021: No Target 2025: Yes Source: Ministry of Environment and Natural Resources (MARN), annually 3.2. Local governments with greater capacities and innovative tools for the efficient and differentiated provision of basic services, biodiversity, basins management and access to decent housing. Number of categorized and re-categorized protected areas for biodiversity management that include a municipal approach. Baseline 2021: Categorized: 0; re-categorized: 0 Target 2025: Categorized: 6; re-categorized: 2 Source: CONAP, annual Number of municipalities with the capacity to manage and increase financial resources. Baseline 2021: 5 Target 2025: 15 Source: SEGEPLAN, annually Number of municipal services provided with efficiency and innovation criteria. Baseline 2021: 5 Target 2025: 14 Source: SEGEPLAN, annually 3.3. Government institutions and municipalities with greater capacities for preparedness, response and post-crisis recovery Number of government institutions and municipalities with tools for preparedness,	Government institutions. Autonomous institutions and control bodies Municipalities Civil society: Local and national CSOs, think tanks and academia Private sector: Palm oil sector Banking sector Coffee sector Donors: Adaptation Fund Global Environment Facility European Union German Agency for International Cooperation	**Regular: 0** **Other: 138,968**

		response and recovery Baseline 2021: 5 Target 2025: 10 Source: UNDP, annually Number of implemented actions on risk management awareness Baseline 2021: 1 Target 2025: 8 Source: UNDP, annually 3.4. Networks of local producers (men and women) with greater capacities for resilience, adaptation to climate change, landscape conservation, sustainable use of natural resources in production processes, with cultural relevance. Number of production chains or producer networks with sustainable practices implemented. Baseline 2021: 0 Target 2025: 28 Source: MARN, annually		
National priority or goal: Poverty reduction and social protection, (Sustainable Development Goals 1, 2, 4, 5, 6, 10 and 16); employment and investment, (Sustainable Development Goals 8, 9 and 16); GGP: Social development				
Cooperation Framework (or equivalent) outcome involving UNDP No. 4. (Social development, outcome No. 2) By 2025 State institutions are making progress in the design and implementation of a comprehensive social protection system, contributory and non-contributory, seeking greater coverage and quality with equity.				
Related Strategic Plan outcome: Outcome 1. Advance poverty eradication in all its forms and dimensions.				
Strategic plan indicator 2.1.2.1. Number of policy measures in place to increase access to social protection schemes Baseline: 1 Target: 3	Ministry of Social Development, annually.	4.1. The State has greater capacities for implementation of the national social protection system at national and local levels, prioritizing women, youth and indigenous people. Number of households included in pilot exercise of a social household register. Baseline 2021: 0 Target 2025: 20,000 Source: MIDES, annually Diagnosis of bottlenecks for the sustainability of the Grand National Crusade for Nutrition. Baseline 2021: No Target 2025: Yes Source: Secretariat of Food and Nutritional Security, annually 4.2. Entrepreneurs, micro, small and medium-sized enterprises have greater capabilities, including digital ones, to develop their competitiveness and	Government institutions. Autonomous institutions and control bodies Municipalities Civil society: Local and national CSOs academia Private sector Chambers and trade associations Technical Training Institute Global Compact Guatemala Network Donors: Multi-Partner Trust Fund	**Regular: 200** **Other 11,880**

		labour formalization, according to the needs of women, youth, indigenous people and people with disabilities.	Government of Guatemala
		Number of partnerships that strengthen the entrepreneurship ecosystem and contribute to economic reactivation	
		Baseline 2021: 1 Target 2025: 5 Source: UNDP, annually	
		Number of community development and entrepreneurial ventures that enhance the livelihoods of women, youth and indigenous peoples.	
		Baseline 2021: 0 Target 2025: 8 Source: UNDP, annually	

_____