



**Compilation of South South and Triangular
Cooperation Experiences 2008-2014**
Regional Office for Latin America and the Caribbean



World Food Programme

**COMPILATION OF SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSTC)
EXPERIENCES 2008-2014**

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I. Introduction

Over the past decade, South-South and Triangular Cooperation (SSTC) has become an important approach for addressing development challenges by transferring information, knowledge, technology, and skills between countries in the South.

Cooperation efforts in the Latin America and the Caribbean (LAC) region have been in the past mainly focused on the production, technology, and infrastructure sectors. Social programmes, particularly those addressing hunger in development and emergency contexts, were rarely included in SSTC efforts.

In recent years, important experiences, practices, technical resources and knowledge related to food security and nutrition have been accumulated in the Latin American region. Common context and language facilitated information exchanges between Latin American countries. Also, regional organisations with strong integration objectives and the fact that most countries are now middle-income countries with a political will to promote social protection contributed to the exchange of lessons learned.

Today, in the LAC region, SSTC plays an important role in developing national development agendas that include food security and nutrition objectives and is a key approach for finding sustainable solutions to common challenges.

WFP is an important partner for LAC governments in the implementation of social protection programmes. Governments benefit from WFP's knowledge and experience, as well as its strong presence in the field, together with the continuity of its programmes in the midst of political and institutional changes.

In 2008-2014, WFP coordinated and facilitated exchanges of experiences between Latin American countries in response to both formal and ad-hoc requests within the framework of WFP's projects and programmes. SSTC mechanisms helped WFP to capitalize technical and financial resources, identify potential opportunities for cooperation, and foster partnerships for development.

This document describes the specific context of SSTC in Latin America and highlights opportunities that allowed WFP to facilitate South-South cooperation and to take part in triangular cooperation efforts upon government requests.

II. South-South and Triangular Cooperation in WFP

II.1 Definition of South-South and Triangular Cooperation

Despite the various definitions of SSTC over time, its importance has increased since 2000. It is foreseen that by 2015 and beyond, SSTC will be an important mechanism for, facilitating the sharing of country-level experiences, knowledge and skills and encouraging innovations among developing countries.

The relevance the subject has acquired in recent years has prompted governments, agencies, academics, and experts in technical cooperation to search for a definition or common concept for SSTC. This has not been easy, as even various UN agencies have used different definitions.

The principles of South-South cooperation, containing a clear and detailed definition, were set forth in the final document of the UN High-Level Conference on South-South Cooperation held in Nairobi in 2009¹ and have been refined in successive General Assembly resolutions. WFP's support for South-South and triangular cooperation applies the definitions and directions established by the Secretary-General's 2012 Framework of operational guidelines².

South-South cooperation is thus defined as:

"A process whereby two or more developing countries pursue their individual and/or shared national [...] objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and inter-regional collective actions, including partnerships involving governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation."

Compared to North-South cooperation, SSTC has the advantage of connecting countries with many commonalities and facing similar challenges.

The final document of the 2009 Nairobi Conference recognizes that:

"South-south cooperation should not be seen as official development assistance, [but as] a partnership among equals based on solidarity;

...takes different and evolving forms, including, inter alia, the sharing of knowledge and experiences, training, technology transfer, financial and monetary cooperation and in-kind contributions; and

¹ United Nations. 2010. Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation. General Assembly Resolution 64/222.

<http://ssc.undp.org/content/dam/ssc/documents/Key%20Policy%20Documents/Nairobi%20Outcome%20Document.pdf>

² http://ssc.undp.org/content/dam/ssc/documents/Key%20Policy%20Documents/SSC%2017_3E.pdf

...embraces a multi-stakeholder approach, including non-governmental organizations, the private sector, civil society, academia and other actors.”³

The guidelines also define triangular cooperation:

“Collaboration in which traditional donor countries and multilateral organizations facilitate South–South initiatives through the provision of funding, training, and management and technological systems as well as other forms of support.”

SSTC is also considered as a tool for strengthening countries’ national capacities towards the achievement of the Sustainable Development Goals (SDGs) in the discussions of the Post 2015 Development Agenda.

II.2 South-South and Triangular Cooperation in the United Nations System

According to the High Level Committee on South-South Cooperation, the United Nations plays four roles in support of SSTC: as convener/advocate, knowledge broker, partnership builder, and analyst /progress monitor.⁴ With the purpose of strengthening these functions, the Committee included a review of institutional arrangements to support SSTC throughout the UN System in its 2010 Work Programme.



*Global South-South Development Expo
Washington, D.C., 2009*

The objective of the review was to assess the situation and make recommendations on ways how to strengthen the contribution of the entire System to these mechanisms of cooperation, addressing mandates, frameworks and policies, intergovernmental processes, structures, funding, and coordination.

The committee’s conclusions and recommendations include the following:

³ M. Mounir Zahran, Enrique Román Morey, and Tadanori Inomata, “South –South and Triangular Cooperation in the United Nations System” paper prepared for the Joint Inspection Unit, Geneva, 2011 (JIU/REP/2011/3), at https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2011_3_English.pdf accessed 20 July 2015.

⁴ United Nations High Level Committee on South-South Cooperation, “South-South Cooperation for Development: Framework of Operational Guidelines on United Nations Support to South-South and Triangular Cooperation,” SSC/17/3, 12 April 2012, p. 8, at <http://www.cbd.int/financial/southsouth/un-framework2012.pdf>, accessed 20 July 2015.

- Despite the efforts of many organizations to incorporate SSTC into their work and operational activities, the absence of a proper distinction between regular programmes of technical cooperation and those dealing specifically with SSTC remains a challenge;
- It is necessary to improve the institutional arrangements of the United Nations concerning general policy frameworks, governance, coordination, structures, mechanisms and resources specifically earmarked for SSTC; and
- The contribution of triangular cooperation to South-South cooperation needs to be strengthened.

It is important to point out that the assessment mandated by the committee also recommended a strengthening of the United Nations Office for South-South Cooperation (UNOSSC). The principal function of UNOSSC is to support the entire UN system on issues concerning SSTC, including promoting partnerships, identifying funding sources for SSTC projects, and serving as the High Level Committee Secretariat.

Significantly, WFP made important steps towards the implementation of recommendations at the corporate level. In mid-2014, WFP started drafting its own SSTC policy, which was approved by the Executive Board in May 2015. This policy seeks to establish a set of principles and a clear reference framework for SSTC actions and encourages the development of standards for SSTC supported by WFP regional and national offices.

II.3 South-South and Triangular Cooperation and the Regional Context

The SSTC mechanisms have never been more relevant for Latin America than they are now. The gradual reshaping of the technical assistance paradigm and the reduction of the North-South aid pattern has reconfigured the essence of technical assistance and cooperation between the developing countries and aid organizations.

Countries in LAC are key players of international cooperation and SSTC is one of the strategic approaches used.

Despite distinctive historical and ethnical features that distinguish the LAC countries from each other, there is a number of unifying factors, such as their geographical, cultural and linguistic proximity of the most part of the region, that help build and strengthen new partnerships, identify customized solutions to individual country needs, and increase cost efficiency of interventions.

The region also has a number of comparative advantages important in promoting SSTC:

- Political will to promote social goals;
- Favourable social conditions;
- Potential economic resources; and
- Technical resources.

These characteristics have been and continue to be essential in the design, continuity and sustainability of policies, plans, and social programmes. Middle-income countries of Latin America have extensive experience in the implementation of successful social protection programmes that can be shared between them. Countries such as Brazil, Chile, Colombia and Mexico, with broad experience in social programmes, now consider SSTC an important part of their cooperation policy and portfolio.



Beneficiaries of the Oportunidades social protection programme, Mexico, 2009

In this context and under the premise that every country has something to learn and something to offer, there are evident opportunities for WFP to contribute short-, medium- and long-term solutions through SSTC in the region to strengthen countries' capacities in accordance with their national objectives.

II.4 WFP in LAC as an Actor in South-South and Triangular Cooperation

South-South cooperation opportunities at the Regional Bureau Panama (RBP) were pursued in accordance with the UN Secretary General's Zero Hunger Challenge, WFP's mission to fight against global hunger and the 2004-2017 WFP Strategic Objectives, especially objectives 3 (reduce vulnerability and build resilience) and 4 (reducing undernutrition and break the cycle of hunger).

Although LAC consists predominantly of middle-income countries, poverty and hunger, linked to profound economic inequalities, are widespread in the region. WFP's SSTC has been adapted to the regional context, taking into account its comparative advantages and unique value proposition.

WFP is a strategic partner of LAC governments in their efforts to mitigate and respond to emergencies and provide innovative responses to problems of hunger and malnutrition. With physical presence in thirteen countries of the region, the poorest and most vulnerable have benefited from WFP's traditional programmes through technical and direct food assistance.

The nature of WFP interventions in the region has changed over the past 20 years. Many former recipients of direct food assistance no longer require it.

Food programmes implemented by WFP in countries like Brazil, Chile, Costa Rica, Mexico and Panama have been completely rolled over to governments. In some other countries in which WFP still has a presence, like Dominican Republic and Peru, WFP delivers technical assistance and programmatic support to carry out national food security and nutrition plans.

At the request of governments, WFP continues its efforts to strengthen food and nutrition security, reduce the impact of natural disasters and climate change through capacity strengthening in the design, management, and implementation of programmes and projects, and inclusion of hunger eradication in countries' public agendas. SSTC has been central to these efforts.

The establishment of strategic alliances with regional and sub-regional organizations such as), the Caribbean Community (CARICOM), the Organization of American States (OAS), and the Central American Integration System (SICA) has provided a common space for dialogue and exchange of experiences. WFP facilitated SSTC through joint work in response to countries' common needs, both in policy formulation as well as in the development of food and nutrition security initiatives and programmes. New organizations such as the Community of Latin American and Caribbean States (CELAC) have served as fora for member states to request WFP assistance to facilitate SSTC for humanitarian assistance.

The role of WFP in facilitating SSTC experiences has been to:

- a. Support countries to identify their needs



SSTC Workshop on Disaster Risk Reduction and Prevention in the Caribbean, December 2014

- b. Map country needs and priorities (together with governments and WFP country offices) and/or receive requests for direct cooperation
- c. Conduct exploratory visits
- d. Identify key stakeholders and partnerships
- e. Support the formulation of technical proposals
- f. Facilitate and coordinate technical assistance among countries
- g. Assist in the implementation of projects
- h. Systematize experiences

II.4.1 Cooperation with strategic partners

Cooperation with Brazil

Brazil's Zero Hunger Programme is an integrated social protection strategy. Its significant impact in reducing extreme poverty and hunger has generated global interest in the Brazilian experience.

Over the past three years, WFP and Brazil have developed a new framework for cooperation through WFP's Centre of Excellence against Hunger (CoE), founded in Brasilia in 2011. The CoE is a forum for exchanging experiences and promoting SSTC in school feeding, nutrition, and food security. The Centre is a partnership between WFP at the global level and the Brazilian government. It was created to support governments in Africa, Asia and Latin America in the development of sustainable solutions to hunger.



Delegates from El Salvador and WFP Country Office visited the WFP Centre of Excellence against Hunger in Brasilia, 2013

Cooperation with Chile

Chile has been successful in combating child undernutrition, has strong national policies, and has showed good results in the fight against hunger. As a result, Chile is regarded as an important reference point for technical cooperation in the region. The Government of Chile and WFP have been strategic partners to develop and strengthen the capacity of LAC governments to eradicate child malnutrition and micronutrient deficiencies.

Since 1997, WFP has been conducting joint initiatives with the Chilean International Cooperation Agency (AGCI). WFP's cooperation agreement with AGCI emphasizes promotion, facilitation, resource mobilization, and development of actions for SSTC.



*Opening Session: Regional Ministerial Meeting
"Towards the Eradication of Child Malnutrition in
Latin America and the Caribbean"— Santiago, Chile
2008*

An important aspect of this partnership was the organization of the Regional Ministerial Meeting "Towards the Eradication of Child Malnutrition in Latin America and the Caribbean," held in Santiago in 2008. The meeting included a key session on SSTC, after which a mapping of supply and demand on hunger eradication policies and programmes was developed. The region's 33 countries contributed to develop this mapping. This conference marked a milestone in the relationship with Chile, and has led to the 2009-2011 cooperation plan between Chile and WFP. Eight countries have benefited from this plan, including Bolivia, Cuba, Dominican Republic, Ecuador, Guatemala, Haiti, Panama,

and Paraguay.

The plan included exploratory visits to validate identified needs and develop action plans. The budget for the cooperation plan came from AGCI, WFP, and recipient countries.

In recent years WFP has forged additional important strategic alliances in Chile. Partners include well-known academic and research organizations, such as the University of Chile's Institute of Nutrition and Food Technology (INTA), the National Pre-School Board (JUNJI), the National Board of Student Aid and Scholarships (JUNAEB), the *America Solidaria* Foundation, the Corporation for Child Nutrition (CONIN) and the School Feeding Network for Latin America and the Caribbean (La-RAE).

The Chile Fund against Hunger and Poverty (FCHP)

In 2012, the Government of Chile, through the Ministry of Foreign Affairs (MINREL), prompted the creation of a special Fund in order to foster official Chilean cooperation addressing issues of hunger and poverty as well as humanitarian assistance.

The Fund is financed through an innovative airline taxation system, which Chile has implemented through the 'international solidarity levy on air tickets' initiative. Chile imposes a fixed rate of US\$2 on all international flights which is paid by individual air passengers.

The Fund promotes SSTC actions and shares the Chilean experience on the design and implementation of public policies, primarily in countries of Central America, the Caribbean, and South America. The Fund also supports countries in other regions.

Through this Fund, WFP supported the implementation of a SSTC project with a focus on nutrition in Guatemala and Honduras. The total contribution to the project was USD\$ 200,000.

Cooperation with Mexico

Mexico has become one of the most important actors promoting SSTC in LAC. The country has accumulated ample experience in social protection programmes, particularly those aimed at infant and child nutrition and wellbeing.

Mexico and WFP collaborated through SSTC to fight hunger, undernutrition and poverty in the region. The partnership with the Government of Mexico was strengthened in the framework of the Regional Initiative "Towards the Eradication of Child Undernutrition in Latin America and the Caribbean," promoted by WFP in 2007.

Technical meetings, workshops, and forums were organized jointly by WFP with the Ministry of Foreign Affairs (SRE), the Ministry of Social Development (SEDESOL), the National Council for Social Development Policy (CONEVAL), the National System



Seminar: Towards the Eradication of Child Malnutrition in Central America and Dominican Republic, organized by the Mexican Government and WFP, 2008

for Comprehensive Family Development (DIF), and the National Public Health Institute (INSP), among other organizations. Experts and senior technical government staff participated in these events which served as fora for regional exchanges. Through field visits to Mexico, delegates from countries in the region had the opportunity to identify technical aspects that could be replicated in their countries to strengthen social protection programmes, conditional cash transfer programmes with nutritional components, programmes to combat poverty, and inter-agency coordination in maternal and child nutrition. WFP played a role in coordinating and facilitating these exchanges.

With the aim to boost regional cooperation and promote South-South cooperation, the Mexican Agency for International Development Cooperation (AMEXCID) was set up in September 2011. In early 2014, WFP Executive Director Ertharin Cousin signed a comprehensive cooperation agreement which includes an important SSTC component. Within this framework the Government of Mexico recognizes WFP expertise in hunger eradication strategies and as a partner of choice. Food and nutrition security analysis, monitoring and evaluation, school feeding, smallholder agriculture, disaster risk management and logistics are some of the thematic areas specified under the agreement.

The Government of Mexico hosted the Sixth Latin American and Caribbean School Feeding Seminar (2014) which was carried out jointly with Mexico's National System for Comprehensive Family Development (SNDIF DF) and the Latin America and the Caribbean School Feeding Network (La-RAE). The Seminar gathered more than 200 participants including politicians, high level government officials, cooperation agencies, non-government organizations and the academia. The Mexican contribution in cash/fund to develop the seminar was US\$ 200,000 and contribution from private donors was approximately US\$ 25,000.

Mesoamerica without Hunger

Led by the Government of Mexico, the Mesoamerica without Hunger initiative provides financial and technical support to cooperation projects in Mesoamerican countries (Belize, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama) to promote the fight against hunger, reduce inequality, and increase living conditions.

One of the initiative's objectives is to facilitate the exchange of best practices and foster partnerships for SSTC among the countries of the Mesoamerican region. Mexico works with various UN agencies (FAO, UN Women, PAHO, WFP, UNDP, and UNICEF) to formulate a proposal in support of this initiative. The goal is to implement coordinated actions to promote food and nutrition security in its various dimensions at local, regional, and national levels. In this regard, the UN agencies and Mexico are expected to sign a joint cooperation agreement after which each agency will bilaterally sign with the Government of Mexico specific agreements. The Government of Mexico and WFP are negotiating a bilateral agreement that will allow WFP to contribute its knowledge and experience on early warning systems, disaster management and resilience, vulnerability assessment and mapping (VAM), and programme monitoring and evaluation. One of the objectives of the agreement is to facilitate SSTC actions in these areas among Mesoamerican countries.

II.4.2 WFP and SSTC Thematic Areas

Child Nutrition

In the area of nutrition, WFP has used SSTC mechanisms to support projects and food fortification actions (Panama), bio fortification (Colombia, Ecuador, Guatemala, Nicaragua, Panama and, Peru), complementary feeding (Bolivia and Central America), and micronutrient supplementation (Cuba, Dominican Republic, Ecuador, Guatemala and, Peru). WFP also facilitated technical exchange between governments to promote the integration of nutrition as central component in the treatment and care of people living with HIV-AIDS.

Some of the actions include:

- **Bolivia:**
 - AGCI (Chile), INTA (Chile), RBP, and WFP-Bolivia provided training to local staff in methodologies and enhanced their expertise in addressing child undernutrition and strengthened the Multisectoral Zero Undernutrition Programme (CDMP).⁵ This technical assistance included a review and validation of the intervention by internationally renowned Chilean experts.
 - Sharing of experiences between Bolivia and Honduras on HIV-AIDS and nutrition issues have been very successful. Research to develop nutritional counselling and food assistance models to support people living with HIV-AIDS were conducted in both countries.

- **Central America:**
 - RBP facilitated an evaluation of the supply chain of government nutrition programmes. The evaluation was carried out by the National Procurement and Health Service of Chile- (CENABAST) Potential areas for cooperation and recommendations were consolidated in a final report.

- **Cuba:**
 - Internships for Cuban professionals to Chile to learn, familiarize with, and exchange experiences in nutritional programmes. The institutions visited were the Ministry of Health and the Institute of Nutrition and Food Technology

- **Guatemala:**
 - Professionals from different public institutions have benefited from training in nutrition through scholarships provided by University of Chile's Institute of Nutrition and Food Technology (INTA).
 - RBP and the Guatemala Country Office facilitated a project financed by the Chilean Fund against Hunger and Poverty (FCHP) to strengthen food and nutrition security in various communities throughout the country.⁶ Interventions focused on the 1,000-Days window of opportunity⁷, with emphasis on strengthening local governance for food and nutrition security. The partnership between the Government

⁵ Projects include "Improving strategies to reduce mortality among seriously undernourished children," "Production and distribution of complementary feeding based on local foods for children 6-23 months in the municipality of Caripuyo, Potosí, Bolivia," and "Capacity building for professionals in methodologies for the detection of Cronobacter sakazakii in infant formulas."

⁶ "Support to food and nutritional security governance at the municipal level within the framework to strengthen interventions in the 1,000-day window of opportunity," implemented in 2013-2014.

⁷ [Http://www.thousanddays.org/about/](http://www.thousanddays.org/about/)

of Guatemala, Chile and WFP has been key for the development of a strategy on local governance for food and nutrition security which has been revised, strengthened and adopted by the Food and Nutrition Security Secretariat of Guatemala (SESAN). This has attracted support from other donors such as UNICEF and the Spanish Agency for Cooperation (AECID). See Appendix 4.

- Haiti:
 - The Government of Chile, in collaboration with WFP, supported the establishment of pre-schools in southern Haiti (Aquin). WFP supplied food and Chilean professionals provided early childhood education to mothers and local staff.
- Honduras:
 - Through the Chilean Fund against Hunger and Poverty, WFP supported the development of a proposal for a nutritional intervention in health units in three municipalities (San Juan, Dolores, and San Francisco de Opalaca) of the Department of Intibucá. This cooperation has led to the publication of guidelines for the management of fortified complementary food in Honduras and the development of educational materials.

School Feeding

School feeding is another area where WFP has made substantial contributions to SSTC.

The WFP Centre of Excellence against Hunger in Brazil advocates for sustainable programmes and policies on school feeding and supports technical missions and exchanges with countries in Latin America and the Caribbean to showcase the Brazilian model.

Another important contribution on school feeding supported by WFP as a founding partner is the establishment of the Latin America and the Caribbean School Feeding Network (La-RAE). La-RAE works to support and strengthen school feeding programmes in countries of the region, by providing technical assistance as well as a platform for the exchange of experiences. Its main purpose is to promote the sustainability and improvement of school feeding programmes.

- La-RAE jointly with the Government of Mexico hold in 2014 the Sixth Latin American and Caribbean School Feeding Seminar. The aim of the seminar was to share and update knowledge with experts in the field and exchange school



VI Regional School Feeding Seminar organized by the Government of Mexico, WFP and La RAE, Mexico 2014

feeding experiences in the region among over 15 participating countries. Exploring possibilities for strengthening country programmes through SSTC was another objective. The seminar offered an opportunity to consolidate an inventory of requirements and needs in the area of school feeding programmes as well as strengths and capacities of countries.

- The VII Regional School Feeding Seminar "School Feeding: A Social Protection Instrument for Sustainable Development and Social Inclusion" took place in Lima, Peru in 2015. The Government of Peru through the

Ministry of Development and Social Inclusion (MIDIS), La-RAE and RBP brought together high level government officials, policy makers, NGOs, and the private sector to share experiences and discuss ways to improve school feeding programmes in the region. Important contributions support the implementation of the Seminar:

Government of Peru	US\$ 162,000
Private donors	US\$ 15,000

RBP also implemented a Regional School Feeding Capacity Development Project for Latin America and the Caribbean, with the objective of promoting the universalization of school feeding programmes as well as increasing their quality and coverage, with an emphasis on strengthening the capacities of national governments through the exchange of knowledge and experiences.

Numerous meetings, technical consultations, courses have been carried out in order to increase skills of national experts in the management of school feeding programmes and ensure sustainability.

Some contributions include:

- Bolivia:
 - RBP, together with the Centre of Excellence in Brazil, organized a mission of Bolivian senators and deputies to familiarize themselves with the Brazilian legal framework of the school feeding programme and identify opportunities for joint collaboration.

- Cape Verde:
 - RBP, in coordination with Dakar Regional Bureau – (RBD), supported a mission of government officials to Chile with the purpose of getting acquainted with the Chilean school feeding model. Targeting, school health, and private sector connections were areas of particular interest. The visit concluded with the signing of a Memorandum of Understanding on cooperation. In coordination with RBD, RBP is facilitating a technical assistance that arose from this partnership. Chilean experts in school feeding will travel by the end of 2015 to Cape Verde to assess their national programme and provide recommendations.

- Cuba:
 - A workshop with Brazilian professionals to exchange lessons learned and best practices concerning the links between the school feeding programme and family agriculture was organized in Havana.

- El Salvador:
 - El Salvador delegates expressed their interest in the Brazilian school feeding model. A mission was organized to familiarize with Brazilian food and nutrition security policies as well as social protection programme implementation. Areas of collaboration with the Government of Brazil and WFP Centre of Excellence in order to improve El Salvador’s food and nutrition security programmes were identified.

- Haiti:
 - With support from the World Bank, delegates from the Ministry of Agriculture of Haiti participated in a mission to Brazil organized by the Centre of Excellence, to learn about the country’s programmes to fight hunger, and foster smallholder agricultural production and market access and the potential of linking production to school feeding programmes.

- Honduras:
 - Government representatives visited Brazil to learn about connections between school feeding and family farming as part of the Brazilian social protection system. Additionally, staff of the Centre of Excellence, RBP, and the Government of Brazil visited Honduras. The purpose of the mission was to get acquainted with the Honduran school feeding programme to support its sustainability and expansion, and to share knowledge on key issues such as family farming and cash-based transfers.

- Mexico:
 - A mission by Mexican federal deputies, organized by the Centre of Excellence and the Brazilian Ministry for Social Development and the Fight against Hunger, took place. The purpose of the visit was to present the vision behind Brazilian social strategies and food and nutrition security policies, and exchange experiences and expertise to help strengthen Mexico's programmes in this area.

- Panama:
 - Delegates from the Ministry of Education's school feeding programme visited Chile to learn about the background and good practices of the Chilean model. During this visit they could ascertain linkages between the school feeding programme and the private sector, connections to academia for the development of virtual knowledge platforms, and food delivery systems in areas of difficult access.

- Peru:
 - Government officials participated in a mission to Guyana to learn about its decentralized school feeding model as well as school feeding programme management in areas of difficult access. Subsequently, officials from Peru's Qali Warma (school feeding) Programme, visited Nicaragua to become acquainted with logistical and procurement aspects related to school feeding.
 - Experts from Qali Warma participated in an exchange of experiences of local purchases linked to school feeding programmes in Quito, Ecuador. The exchange had the purpose to strengthen national capacities in this area.

Family Farming

SSTC efforts have also focused on family farming and its relationship to social protection programmes. Chile has ample experience and knowledge in the development and implementation of programmes to support food and nutrition security as well as farmer development and organization. Chile's Agricultural Development Institute (INDAP) approached RBP as a technical counterpart, with the purpose of carrying out a SSTC project to support family farmers.

- Guatemala and Honduras: Through the AGCI-WFP partnership and with support from INDAP, a SSTC project was approved. The Government of Chile transferred USD\$ 196,000 to WFP for implementation. The project is expected to start by mid-2015. The programme will support the strengthening of national capacities among small-holder farmers and their organizations in order to: improve productivity, increase surplus production and enhance access to formal markets. Chilean professionals will bring their experience and knowledge on the agricultural sector and

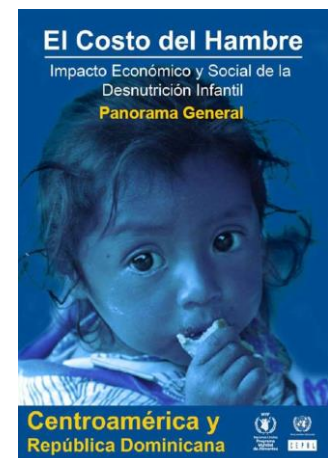
market access. The experience gained through this initiative will be shared with other countries in the sub-region.

- Under a joint agreement, the Government of Brazil, the Government of Colombia, FAO and WFP developed a SSTC project in Colombia to strengthen family agriculture and food security and nutrition. By supporting Colombian smallholder farmers with skills and resources to increase productivity and effectively participate in national public procurement processes, this project aims to impulse family agriculture at the local and national level, influencing public policy in Colombia. The Government of Brazil contributed US\$250,000 to WFP for the implementation of this project.

Public Policy

WFP has also supported the elaboration of public policies through the development of regional and sub-regional studies with the objective to raise awareness for hunger related challenges and place the issue on the public agenda of governments.

- The study “The Cost of Hunger: Economic and Social Impact of Child Undernutrition,” undertaken in conjunction with the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), succeeded in positioning undernutrition outside the health sector. Hunger and undernutrition not only impede the full development potential of children, but also affect general economic progress and impose additional costs on society by placing increased pressure on health and educational systems. In some countries, the study supported the prioritization and reallocation of resources to food and nutritional assistance programmes.



ECLAC & WFP joint publication
“The Cost of Hunger”, 2007

- Guatemala used the study as an information tool to emphasize the importance of investing in nutrition as part of a comprehensive public policy. In other countries, the study was used as a point of reference for the creation and promotion of early childhood development programmes.
- In Paraguay the study was used to mobilize resources for the National Food Nutrition Assistance Programme (PROAN) now called Comprehensive Nutrition Food Programme (PANI).

- The research and methodological experience involved in preparing the Cost of Hunger study has been transferred and replicated in some African countries (2012-2015).
- To complement the “Cost of Hunger” paper, WFP is conducting other studies, including “Closing the gap: Costs and benefits of preventing stunting – an investment case” and “The Double Burden: The Combined Economic Impact of Undernutrition and Obesity in Latin America and the Caribbean”. Both studies are part of a South-South exercise to share research methodologies and experiences between countries in the region.
- In terms of policy formulation through South-South cooperation, it is important to highlight the experience of Paraguay. The Government of Paraguay showed interest in implementing a series of public policies similar to those adopted in Chile. WFP facilitated dialogue between organizations in both countries. WFP joined forces with the Chilean Cooperation Agency (AGCI) to collectively pursue the completion of missions and provision of technical assistance and achieve important changes in the structure of PROAN. This technical assistance also contributed to the subsequent formulation of a Comprehensive National Nutrition Policy for Paraguay.
- As per a visit of Dr. Fernando Monckeberg to Guatemala, pioneer of the fight against childhood undernutrition in Chile, and his advocacy work and participation in high level political forums, it helped to position the topic of nutrition at the highest political level in the agenda of the upcoming Guatemala new government.
- In a visit to Chile (2015), the WFP Executive Director met with President Michelle Bachelet and the Minister of Foreign Affairs, Hernando Muñoz, and discussed the need to advocate for other forms of mobilizing technical and human resources. It was agreed for Chile to present in the framework of the Third International Conference on Financing for Development in Addis Ababa the Chilean Fund against Hunger and Poverty “Model”. As such, during a side event organized by FAO, IFAD and WFP (Rome Based Agencies) in collaboration with the Government of Guyana and the UN Regional Economic Commissions, the Ambassador and General Director of Multilateral and Global Affairs of Chile presented the innovative Chilean model to raise resources for fighting against hunger and poverty. The meeting facilitated a discussion among a wide range of stakeholders on actions needed to achieve zero hunger.

- WFP's partnerships with regional and sub-regional integration mechanisms such as CARICOM, CELAC, MERCOSUR, SICA, and UNASUR⁸ offer considerable advantages for the implementation of SSTC activities. These partnerships give greater visibility to activities organized by WFP and help reduce costs. They also help to place certain public policy topics on the agenda of LAC governments and allow WFP to take advantage of the institutional strength of its partners.
- The International Organization for Migration (IOM) and WFP report "Hunger without Borders – The Hidden Links between Food Insecurity, Violence and Migration in the Northern Triangle of Central America" - consolidates exploratory findings of two studies conducted by the London School of Economics (LSE) and IOM respectively and incorporates findings of recent WFP-led Emergency Food Security Assessments (EFSA) following the onset of Central American drought in 2014. With the recent spike and changing dynamics in emigration from Central America's Northern Triangle the study aims to increase the collective understanding of the interrelation between food insecurity, violence and migration.

In November 2014, the Northern Triangle, with the technical support of the Inter-American Development Bank, announced the Plan of the Alliance for Prosperity in the Northern Triangle (PAPNT), aiming at boosting their economies. The U.S. stated its intention to support the plan allocating significant resources as part of the 2016 U.S. Fiscal Budget. The Hunger without Borders Study highlights the multidimensional roots of the migration phenomena, in which food insecurity is as key issue that needs to be addressed.

This study will be launched in the Organization of American States Headquarters in Washington, D.C. in September 2015 by the WFP Executive Director, the OAS Secretary General and the IOM Deputy Director.

Integrated risk and disaster management

WFP has played an important role in supporting governments and organizations in comprehensive disaster cycle management. WFP's presence in the region with its network of experts in food and nutrition security, risk analysis, vulnerability assessment and mapping (VAM), and market analysis has positioned the organization as a recognized facilitator for the exchange of experiences and the transfer of knowledge between countries.

⁸ The Caribbean Community (CARICOM); Community of Latin American and Caribbean States (CELAC); Southern Common Market: Argentina, Brazil, Paraguay and Uruguay (MERCOSUR); Central American Integration System (SICA); Union of South American Nations (UNASUR).

- Cuba, Dominican Republic, and Haiti: the Regional Workshop on Disaster Risk Reduction in the Caribbean held in Havana brought together top leaders of national civil protection systems and sub-regional organizations (ACS, CDEMA, CEPREDENAC, IFRC)⁹ in order to develop and agree on the main areas of cooperation and a plan of action in which SSTC plays a central role.



Regional Consultation for Latin America and the Caribbean in preparation for the World Humanitarian Summit, Guatemala City, 2015

- At the request of the Governments of Central America, WFP is facilitating a South-South cooperation scheme between the six Central American countries (Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama) and Cuba in the area of Disaster Risk Reduction. A joint plan of action is being drafted.
- In the area of early warning, Andean countries are coordinating a comprehensive assessment of early warning systems (EWS) capacities and considering needs for the creation of a regional system of data and information triangulation under the framework of South-South cooperation and information sharing.
- WFP has partnered with CEPREDENAC and OCHA¹⁰ to sponsor national simulation exercises in six Central American countries (Costa Rica, El Salvador, Honduras, Guatemala, Nicaragua and Panama). Lessons learned and exchange of experience between the countries was promoted.

Information sharing and Knowledge Management

- In LAC, WFP has made significant progress in the systematization and dissemination of best practices and lessons learned with the aim of building an internal knowledge platform (POTLAC).

⁹ Association of Caribbean States (ACS); The Caribbean Disaster Emergency Management Agency (CDEMA); Centre for the Prevention of Natural Disasters in Central America (CEPREDENAC); International Federation of Red Cross and Red Crescent Societies (IFRC).

¹⁰ Centre for the Prevention of Natural Disasters in Central America (CEPREDENAC); Office for the Coordination of Humanitarian Affairs (OCHA).

- WFP participated in the “Knowledge of the South Cooperation Fair” organized by the Government of Panama and the United Nations Development Programme. Three of 33 experiences selected were supported by WFP. At this event WFP presented the “Cost of Hunger” study and was part of the collective exhibit of UN System agencies’ regional and sub-regional experiences.¹¹
- Through the Developing Emergency Preparedness and Response Capacities programme, RBP seeks to increase information access, knowledge sharing, and evidence-based decision making. RBP is working to adapt online trainings in areas related to emergency preparedness and response for government officials to increase information access.

III. Criteria for identifying lessons learned and best practices

Due to the important role of cooperation in LAC, it is necessary to compile and systematize the region’s experiences, lessons learned, and best practices.

The compilation and systematization of best practices and lessons learned supports advocacy, learning and replication/scaling up, visibility of cooperation, resource mobilization, and monitoring and evaluation of interventions in cooperation.

Several and different approaches and criteria were endorsed by experts to identify and compile information on best practices and lessons learned by UNDP and the Ibero-American Programme for Strengthening South-South Cooperation.

According to RBP’s experience, the following requirements should be met to classify SSTC activities as best practices:

1. Cooperation should be requested by the countries involved;
2. The cooperation requested should be part of the national priorities and countries should contribute with human and financial resources, to the extent of their possibilities, to the implementation of the experience or project;
3. At least minimal institutional capacities should be in place to carry out the actions from one country to another;
4. Both offering and recipient countries should benefit from the exchange (win-win);
5. Cooperation activities should have potential for replication and ability to attract additional resources;

¹¹ See details at: <http://www.saberdelsur.org/>, accessed 20 July 2015.

6. The intervention should be sustainable.

Lessons learnt have also shown that for WFP it is crucial that:

1. A corporate SSTC policy in place that meets the needs of all regions and further allows the development of work guidelines at the regional and country levels;
2. Core Financial resources are required to allow WFP to facilitate SSTC;
3. Resource mobilization efforts are required to tap into additional funding opportunities for SSTC;
4. Capacity building is required to understand and implement SSTC internally in WFP;
5. Corporate tools are provided to record or begin recording SSTC actions in the Standard Project Reports systematically;
6. Appropriate visibility in SSTC actions is provided.

The success of SSTC in the region can be attributed to the following factors: flexibility to share experiences, adaptation capacity, lower conditionality levels, lower costs and respect for sovereignty, among others.

SSTC can be a valuable tool, used in conjunction with other measures, to support national and regional efforts and help to meet hunger challenges. SSTC will continue to make an important contribution to the commitments and efforts of countries and organizations to combat hunger. There are opportunities for SSTC with other regions of the world such as Africa and Asia. Latin America and the Caribbean could share experiences, processes and achievements in addressing hunger.

SSTC requires institutional support and a renewed vision that provides a frame of reference for RBP's participation in SSTC at global, regional and national levels.

The new WFP SSC corporate policy will bring a framework for action and guidelines to move forward in integrating the South-South perspective into programming and project design.

Important efforts to foster cooperation among countries been made by RBP, and it is planned to put a stronger emphasis on a more organized and structured way of implementing, consolidating and reporting South-South cooperation actions.

IV. The Way Forward

The Zero Hunger Challenge and the Sustainable Development Goals can be met by relying on SSTC as an effective means to maximize the impact of WFP's work in the region. WFP has an important role to play in providing the region government's with technical support in terms of developing national capacities through demand-driven South-South knowledge exchange. Also supporting the countries by offering models, solutions and innovations they may require.

At corporate level, WFP is consolidating its policy and approach towards supporting SSTC. The policy aims to strengthen WFP's current work and to expand WFP's ways to engage with developing countries. RBP will actively contribute to the development of tools in support of SSTC, and participate in a community of practice to share and access relevant information.

WFP will build on its experience gained in working with partners such as Brazil, Chile and Mexico to strengthen current relationships with other countries (like Colombia, Costa Rica and Uruguay) and further explore in the area of SSTC. In this line, RBP will promote and support further exchanges and visits among countries such as the recent interest expressed by the Government of Haiti to learn from the school feeding model of Honduras. Successful cash-based transfers in social protection programmes linked to food security and nutrition is also an innovative area where WFP could be the knowledge broker for the sharing of experiences between the countries who have incorporated them in their national safety nets years ago (Mexico, Brazil) and those who haven't. RBP will take a more active role in promoting and advocating for these type of initiatives.

Stronger efforts will be placed to promote and facilitate experiences among regions.

RBP will reinforce its work with the Center of Excellence in Brazil by coordinating visits and following up the results.



RBP will look into new and innovative forms of engagement with key regional partners and to tap into opportunities for SSTC that these regional and sub-regional bodies provide. In its action plan, the Community of Latin American and Caribbean States (CELAC) has requested the support of WFP and FAO to design and implement regional initiatives for the prevention, reduction and management of disaster risk. FAO and WFP are currently

working on this direction. Also CELAC and RBP are discussing the role WFP could have in the framework of its mandate either as observers, mobilizing experts and/or supporting the countries in the implementation of the Agenda Post 2015.

RBP will also seek to expand its current network of partners for SSTC including the academia, think tanks and independent experts. The ongoing WFP/ECLAC nutrition studies mentioned above also represent a clear opportunity to engage in further SSTC activities in the region.

The Hunger without Borders Study will also bring additional opportunities to engage in SSTC particularly in policy formulation and information sharing. A stronger commitment and collaborative work among sectors and across country borders will be required to design a comprehensive policy, incorporating food security, poverty reduction and development strategies towards humanizing and regulating migration.

WFP will continue to support SSTC at the policy, programming and implementation levels, upon country demand, and in areas where WFP has a value to add. Based on past experience and lessons learnt, WFP's new SSTC policy will provide a framework and direction for a continued active engagement with stakeholders in Latin America and the Caribbean.

APPENDICES

- Appendix 1: Summary of SSTC Strategy
- Appendix 2: Experiences in SSTC: The case of Guatemala, Honduras, and Paraguay
- Appendix 3: "Sight and Life" Article: WFP facilitates South-South cooperation in Latin America
- Appendix 4: "Fortaleciendo la Gobernanza en SAN" - Guatemala Report

Appendix 1 - Summary of SSTC Strategy



WFP South-South and Triangular Cooperation in Latin America & the Caribbean

WFP REGIONAL STRATEGY ON SOUTH -SOUTH AND TRIANGULAR COOPERATION SUMMARY

In recent years, South-South and Triangular Cooperation (SSC) has become an important tool for promoting development and as a valid instrument for sharing information, technology, and capabilities. This is particularly true in Latin America and the Caribbean (LAC), where SSC has gained prominence on many government platforms.

Cooperation activities have mostly focused on sharing experiences related to industry, technology, and infrastructure. Social policy issues, particularly those related to hunger eradication and disaster risk management, have featured less visibly on the SSC agenda. The region, however, has accumulated a vast amount of experiences, practices, and knowledge pertaining to food and nutritional programmes. These best practices can be transferred efficiently among countries, based on common denominators such as historical antecedents, language, middle-income emerging economies, and regional integration agreements. In this context, WFP is a key partner for the regions

governments, helping set priorities, routing cooperation requests, and identifying partnerships for development. WFP has carried out SSC initiatives through the implementation of regional capacity development projects and has coordinated and facilitated exchanges of experiences between countries.

WFP's regional strategy has three priorities: 1) supporting governments to reduce food and nutritional insecurity through stronger social protection networks; 2) supporting governments and communities to increase resilience to natural disasters and climate change impacts through stronger disaster cycle management; and 3) strengthening local capacities to stimulate smallholder agricultural production and promote market development. SSC helps identify programmatic opportunities in these areas, channels requests, provides a database of experts and institutions, and establishes a system to monitor the transfer process and the subsequent implementation of experiences.



World Food Programme Fighting Hunger Worldwide



General Objective of WFP’s SSC Strategy:

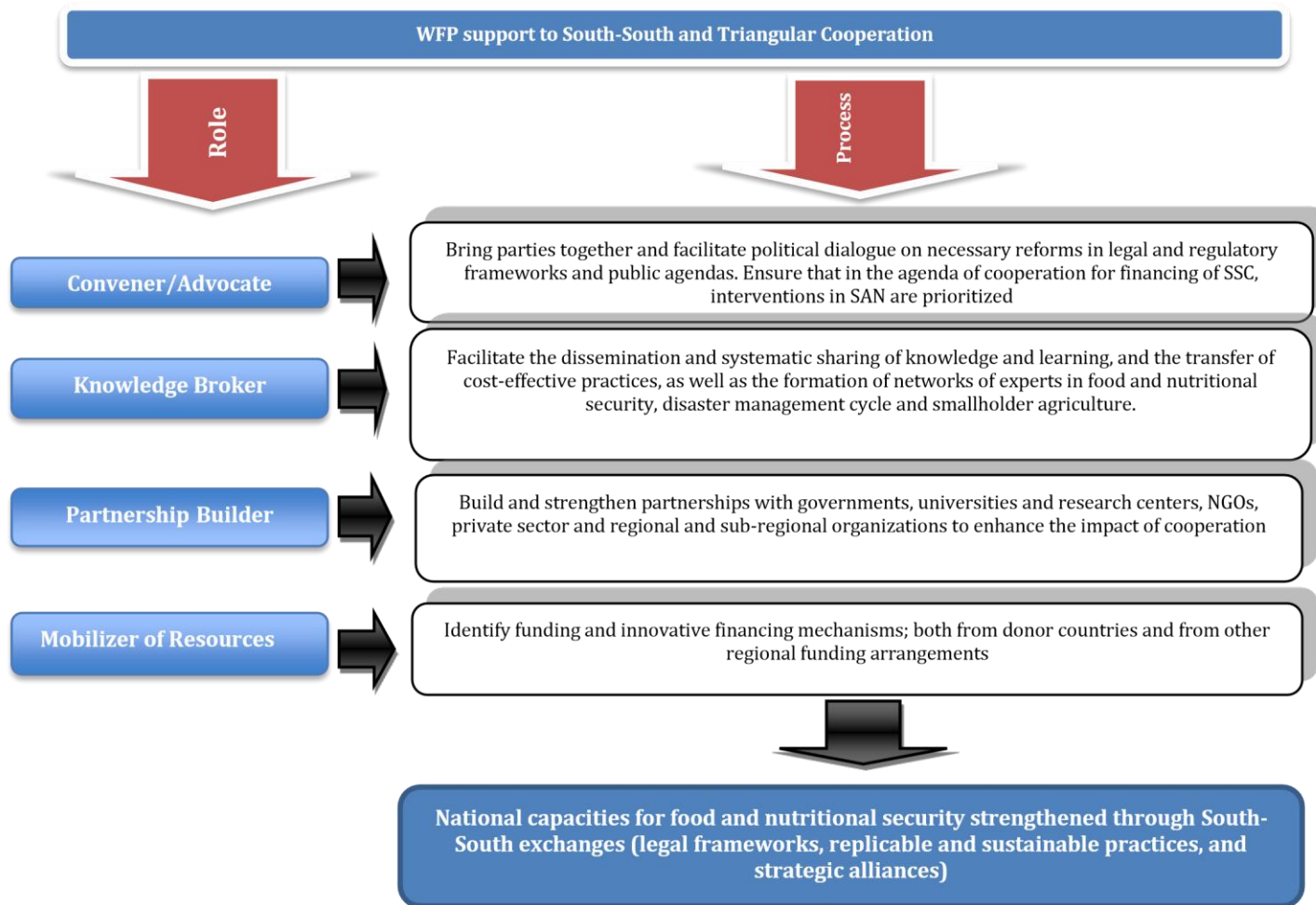
SSC seeks to facilitate dialogue on food security and nutritional policies, transfer of cost-effective practices, learning through exchanges of experiences and knowledge, and identification of financing opportunities. This objective is achieved through partnerships with governments, research centres, and regional organizations in support of efforts to improve food and nutritional security, disaster cycle management, and smallholder agriculture.

Actions in the Short and Medium Term:

WFP will continue to foster the cooperative

relationship established with Brazil, Chile, and Mexico and will identify other donors. A mapping of requests and offers concerning food and nutritional security will be available to countries at their request.

Strengthening the management, monitoring, and accountability of transferred experiences is also a priority. The SSC agenda to be implemented in the next three years to combat chronic undernutrition, promote school feeding and smallholder agriculture, and prevent nutritional decline in case of disasters will be defined according to each country’s needs, closely following national sovereignty, appropriation, independence, solidarity, and mutual benefit guidelines.



Appendix 2 - Experiences in SSTC: The case of Guatemala, Honduras, and Paraguay

**Project to provide “Support to Governance in Food and Nutrition Security at the Municipal Level in the Framework to Strengthen Interventions of the Thousand-Day Window of Opportunity”
Guatemala, 2013-2014**

Step 1: Political Will and Commitment	The Government expressed its formal interest in obtaining technical support from the Chilean Cooperation, facilitated by WFP. A technical and policy workshop was held to analyze, agree on, and prioritize problems linked to food and nutritional security at the community level
Step 2: Definition of Actors	National and local level offices of the Food and Nutrition Security Secretariat (SESAN); Ministry for Public Health and Social Assistance (MSPAS); WFP-Guatemala; departmental and municipal officials in Jalapa and San Carlos Alzatate. Chilean technical counterpart: Institute of Nutrition and Food Technology (INTA).
Step 3: Field Mission and Project Structure	Several community-level missions and workshops were held in the selected departments.
Step 4: Results	Document with community action plan in food and nutritional security for the municipalities of San Carlos Alzatate y Jalapa. Training of local staff. Mapping of food and nutritional security actors and needs.
Step 5	Presentation of results to SESAN and MSPAS officials. UNICEF, which participated as observer of the methodology employed in the project, chose the beneficiary group for work on a social communication strategy.

**Project to Develop a “Comprehensive Intervention Pilot Model for the Prevention of Undernutrition in the Critical First Thousand-Day Window”
Honduras, 2013-2014**

Step 1: Political Will and Commitment	In agreement with the Honduran technical and policy counterparts, a project was launched to develop a “Comprehensive Intervention Pilot Model for the Prevention of Undernutrition in the Critical First Thousand-Day Window,” for implementation in the municipalities of Dolores, San Francisco de Opalaca, and San Juan of the Department of Intibucá.
Step 2: Definition of Actors	Technical Food and Nutritional Security Unit (UTSAN); Department of Health; Health officials in the Department of Intibucá and the municipalities of Dolores, San Francisco de Opalaca, and San Juan; WFP-Honduras
Step 3: Field Mission and Project Structure	Several missions as well as technical and policy meetings were held. The objectives and geographic area of the project were defined.
Step 4: Results	-Manual guide for managing the delivery of a fortified complementary food (ACF in Spanish) in Honduras -Development of capacity-building programmes for health staff -Analysis of ACF alternatives for pregnant and lactating mothers, as well as children aged six to 24 months, and technical proposal to the official Honduran counterpart

	-Estimation of quantities of ACF required to ensure universal coverage of the target population in the three selected municipalities over one year.
Step 5	The Chilean missions documented the technical recommendations to complete the second phase of implementation for the project.

**The Case of Paraguay:
Steps in the Implementation of the Cooperation Experience with Chile**

Step 1: Political Will and Commitment	In 2009, President Michelle Bachelet of Chile visited Paraguay. On that occasion President Fernando Lugo of Paraguay requested urgent assistance in child nutrition, one of his government's priorities.
Step 2: Definition of Actors	Paraguay's National Institute of Health and Nutrition (INAN) is the national counterpart. The Ministry of Health of Chile is the technical counterpart. The Regional Bureau Panama (RBP) is also an actor.
Step 3: Field Mission and Project Structure	A mission consisting of Chilean experts, who met with the Paraguayan Government counterpart to agree and define priorities, structured a support project based on three primary components: a) Formulation of a Comprehensive Nutrition Policy based on the PROAN structure; b) Staff capacity building, training, and improvement; and c) Information strategy geared towards the community, PROAN, and the State.
Step 4: Results	Starting with the re-orientation of the programme (2010) and the inclusion of INAN, PROAN became PANI. According to this new vision, a decision was made to include other vulnerable populations and adopt a preventive, rather than assistance, objective.
Step 5	Systematization of the experience with participating actors: Chilean technicians, Chilean Cooperation officials, Paraguayan officials, Paraguayan technicians, RBP staff, WFP representative in Bolivia supporting Paraguay.

Appendix 3 - “Sight and Life” Article: WFP facilitates South-South cooperation in Latin America

Report from Latin America

WFP facilitates South-South cooperation in Latin America

María Pino

World Food Programme, Regional Office for Latin America and the Caribbean, Panama City, Panama

Collaborators: Carol Montenegro, Jerusa Brignardello, Mark Goldfield

World Food Programme, Regional Office for Latin America and the Caribbean, Panama City, Panama



A young Guatemalan girl

In recent years, South-South cooperation (SSC) has become an important tool for promoting development. It is a highly valid instrument for sharing information, technology, and capabilities. This is particularly true in Latin America and the Caribbean (LAC), where SSC has gained prominence on many governmental platforms.¹

Cooperation activities have mostly focused on sharing experiences related to industry, technology, and infrastructure. Social policy issues, particularly those related to hunger eradica-

tion and disaster risk management, have featured less visibly on the SSC agenda. The region, however, has accumulated a vast amount of experience, practices, and knowledge pertaining to food and nutritional programs. These best practices can be transferred efficiently among countries, based on common denominators such as historical background, language, middle-income emerging economies, and regional integration agreements.²

“WFP’s goal in the region is to support national governments to improve food and nutrition security”

WFP’s overarching goal in the region is to support national governments to improve food and nutrition security and reduce the impact of emerging crises, natural disasters, and climate change among vulnerable populations. Countries in the region with emerging economies and consolidated social protection schemes provide opportunities to facilitate South-South cooperation and knowledge-sharing on food and nutrition security themes. For example, in recent years Brazil has demonstrated innovative approaches to inclusive development in areas such as food security and social protection, developing a model that is highly influential in South-South cooperation.⁵

Fighting hunger and undernutrition through South-South cooperation

Despite the region’s progress in its fight against hunger, chronic undernutrition (stunting) and micronutrient deficiencies (especially anemia) still constitute critical challenges, mainly due to poor access to food, lack of food availability, insufficient consumption, and/or inadequate feeding practices, as well as lack of access to healthcare and a healthy environment.³

Stunting among children under five is significantly more severe among rural and indigenous populations, with rates that are more than double of those found in urban populations. Disparities between and within countries are notable. Stunting prevalence ranges from 5.6% in Costa Rica to 48% in Guatemala. In the latter, stunting prevalence reaches 70% in some areas,

especially in those where indigenous peoples are concentrated.⁴ Stunting undermines the development of individuals as well as of communities. South-South cooperation has strong potential as a tool for addressing this and other priority issues in LAC, due to its grounding in solidarity and consensus.

“South-South cooperation has been useful in supporting progress towards the MDGs”

South-South cooperation has been useful in supporting progress towards the Millennium Development Goals (MDGs) and the discussions on the global goals and partnerships for the Post-2015 Development Agenda envisage a more central role for South-South cooperation moving forward.

The World Food Programme (WFP) has a long history of working with the region's governments through the implementation of technical assistance projects as well as development projects in the area of food and nutrition security. In this context, WFP has engaged in facilitation of South-South cooperation, helping national governments to set priorities, routing cooperation requests, and identifying partnerships for development. Through SSC, WFP seeks to facilitate dialogue on food security and nutritional policies, transfer of cost-effective practices, learning through exchanges of experiences and knowledge, and identification of financing opportunities. This objective is achieved through partnerships with governments, research centers, and regional organizations.

WFP, with regional headquarters in Panama City and 12 country offices in the region, promotes and facilitates South-South cooperation around three key thematic areas: strengthening programs for eradicating hunger and undernutrition, supporting governments in their school feeding programs, and strengthening capacity to prevent and respond to disasters.

South-South cooperation for Scaling Up Nutrition

Through its Programme for South-South cooperation, Chile has been present in confronting the region's challenges on hunger. This Program is managed through the Agency for International Cooperation (Agencia de Cooperación Internacional [AGCI]). AGCI has worked in liaison with WFP to provide technical assistance in support of country-led processes to scale up nutrition in the 1,000 days window of opportunity, a broad international initiative to improve early nutrition. This movement targets pregnant and lactating women, as well as children under the age of two years. Most recently the Chilean Fund against Poverty and Hunger, a South-South mechanism that is financed by the Government of Chile, has supported nutritional initiatives in

countries such as Honduras and Guatemala through technical assistance and training. WFP Regional Office in Panama works in close coordination with AGCI and the Chilean Fund against Poverty and Hunger in support of national nutrition programs like the ongoing Guatemalan Initiative “Hambre Cero.”⁵

Chilean technical cooperation has also played an important role in inserting nutrition into institutional and regulatory frameworks. AGCI and WFP made contributions to the Republic of Paraguay for the consolidation of the National Institute of Food and Nutrition (INAN) as a formal part of the structure of the Ministry of Health (MINSa) and its direct impact on health policy and the National Strategy for the Reduction of Poverty and Inequality. This institutionalization led to the formulation and adoption of the Law on Prevention, Care and Control of Malnutrition in Paraguay.

On policy, research, and advocacy, South-South cooperation has also a role to play. The experience with the study the “Cost of Hunger: Social and Economic Impact of Child Undernutrition in Latin America and the Caribbean,” conducted in 2007 has been an inclusive exercise in which technicians and policy-makers from different countries participated. The joint study led by WFP and the Economic Commission for Latin America and the Caribbean (ECLAC) promoted the exchange of experiences and transfer of knowledge through workshops, seminars, and virtual platforms. The methodology, with some adaptations, allowed for the replication of the study in some countries of Africa. The study has been used as an advocacy tool to demand further investment in nutritional programs.

South-South cooperation in school feeding and social safety-net programs

WFP also has a strong partnership with the Government of Brazil. The WFP Center of Excellence against Hunger in Brazil is born of this partnership. The Center constitutes an innovative mechanism for WFP that aims to respond to governments' requests to strengthen national capacities and stimulate global knowledge on sustainable school feeding programs. It aims to support governments in the design, management, and expansion of nationally owned, nutritious, sustainable school feeding programs, simultaneously promoting food and nutrition security. The Center leverages the expertise of WFP and Brazil while promoting the sharing of lessons learned around the world in terms of sustainable school feeding models and practices. Delegations from countries such as Bangladesh, Mali, Burundi, Mozambique, Senegal, Malawi, Niger, Rwanda, Honduras, and El Salvador have visited the Center.

In addition, the IV Latin-America & Caribbean School Feeding Seminar in 2011 was hosted by the Government of Mexico, La Raa (Latin-American School Feeding Network), WFP, and FAO with participation from 19 countries of the region. This seminar rep-

resented a clear space for networking and establishing contacts among technicians and policy-makers related to school feeding.

WFP has also partnered with Mexico, which represents a strong contributor of experiences with regard to food security and nutrition interventions through South-South collaboration. Mexico has provided countries of the region with advice on the formulation and implementation of public policies and social safety-net programs. Their experience in running relatively large social protection programs with a nutrition component, like Oportunidades, has been relevant for several countries in the region.⁷ At the request of Central American countries, high-level technical workshops were jointly organized by WFP and the Secretariat of Social Development (SEDESOL) to exchange experiences in social protection, particularly as related to conditional cash transfers and their impact on the nutritional status of vulnerable populations, using the Mexican experience as a model. Participants from Colombia and Haiti also benefited from these exchanges.

Most of the region's governments are investing in social protection programs, although the quality and reach of programs vary considerably between and within countries. Therefore, each country has a potential lesson to offer through South-South collaboration, as well as experiences that can be replicable at local and national levels.

With the support of WFP, Panama and Costa Rica have shared experiences in fortification of rice through a horizontal cooperation process. A technical mission composed of key officials from the main governmental institutions of Panama, as well as Panamanian entrepreneurs from the rice sector, was carried out in Costa Rica. The exchange of experiences provided guidance in terms of policies and strategies for rice fortification, checks of compliance with regulations, and techniques for determining micronutrient content.

“South-South cooperation is essentially inspired by solidarity”

South-South cooperation and capacity development

South-South cooperation for combating hunger and undernutrition in LAC should be centered on improving generation of information, developing human resources, mobilizing community leadership, and strengthening governmental leadership, with the firm support of agencies from the United Nations (UN) System, such as the World Food Programme, and other organizations.

South-South cooperation is essentially inspired by solidarity, horizontality, a desire to learn from one another, mutual respect, brotherhood, and collaboration that attempts to reduce differ-

ences. There is less emphasis on the development of theoretical models of cooperation and more on sharing what has been learned. In the case of hunger and undernutrition, WFP and other agencies of the UN System can contribute by establishing links between countries and institutions, documenting practices, and contributing to measure results with a view to generating the necessary evidence to develop and implement strategies and tools that allow countries in LAC to effectively address undernutrition.

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Appendix 4 - "Fortaleciendo la Gobernanza en SAN" Guatemala Report

FORTALECIENDO LA GOBERNANZA EN SAN

COMPONENTE DE VIABILIDAD Y SOSTENIBILIDAD
DEL PLAN DEL PACTO HAMBRE CERO



I. PRESENTACIÓN

En el oriente del país, la desnutrición crónica también es un problema serio; los valores superan el 40 % y de acuerdo con criterios de la OMS refleja un problema grave de salud pública¹. Además, en esta parte del país la preocupación principal es el "hambre estacional", debido a que en ciertas épocas del año (abril a septiembre) los alimentos básicos (maíz y frijol) que se producen del año anterior se terminan y consecuentemente sus precios se incrementan. Las familias entran en períodos de crisis económica, se reduce la ingesta de alimentos y se desencadena la inseguridad alimentaria que afecta a toda la familia, y en especial a los niños que son los más vulnerables.

En el departamento de Jalapa, ubicado al oriente del país, la prevalencia de desnutrición crónica reportada en la Encuesta Nacional de Salud Materno Infantil (ENSMI) 2008-2009, fue de 49.3 % (igual al promedio nacional) y el porcentaje de desnutrición aguda en menores de cinco años de 0.2 %. En relación al hambre estacional, en este departamento hay dos zonas agro-ecológicas diferenciadas: la montaña y la zona baja, lo cual incide en la prevalencia de desnutrición. También influye el trabajo temporal y las fuentes de ingresos no agrícolas.

Con la intención de contribuir a disminuir los alarmantes índices de desnutrición infantil en nuestro país, la Secretaría de Seguridad Alimentaria y Nutricional (SESAN), el Ministerio de Salud Pública y Asistencia Social (MSPAS) y el Programa Mundial de Alimentos (PMA), coordinando esfuerzos en el Programa de la Cooperación Triangular Sur-Sur Chile-Guatemala-PMA, implementaron un proyecto en las municipalidades de Jalapa y San Carlos Alzatate.

En este contexto, y después de distintos talleres y reuniones entre los equipos técnicos de Chile y Guatemala, se planteó el proyecto en gobernanza en seguridad alimentaria y nutricional como apoyo a las líneas operativas del Plan del Pacto Hambre Cero, en lo que se refiere a la organización y gestión comunitaria. El foco de las acciones se centró en la ventana de oportunidad de los mil días, período crítico del desarrollo, entre la gestación y los primeros dos años de vida.

El objetivo central de este proyecto es fortalecer la gobernanza local, trabajando directamente con las comunidades y capacitando a sus integrantes para fortalecer el trabajo conjunto; optimizar el uso de los recursos humanos y financieros así como priorizar adecuadamente las necesidades y desafíos para combatir la desnutrición de nuestros pueblos y comunidades.

En el marco de este proyecto, se realizaron dos talleres formativos en los que participaron, durante dos días, los representantes de las comunidades y de instituciones presentes en los municipios. El propósito de esta capacitación fue otorgar herramientas para optimizar la gobernanza y contribuir a una mejor gestión local en SAN, fortaleciendo la participación comunitaria y trabajar, en forma conjunta, la priorización de acciones para abordar sus problemas locales y decidir sobre las propuestas de soluciones.

El producto final de los talleres fue contar con un Plan de Acción Comunitaria en Seguridad Alimentaria Nutricional, el cual servirá de eslabón entre el diseño del Plan del Pacto Hambre Cero y las acciones que al respecto debe emprender la comunidad organizada con el apoyo de los actores involucrados. Los eventos se llevaron a cabo del 2 al 3 de abril en San Carlos Alzatate y del 8 al 9 de abril en Jalapa.

Al acto de inauguración asistió el Gobernador Departamental, los Alcaldes Municipales de los dos municipios y los Directores Departamentales de las diferentes instituciones de gobierno, las ONG y Universidad de San Carlos de Guatemala.

¹ El estado físico: uso e interpretación de la antropometría. Informe de un Comité de Expertos de la OMS. Serie de informes técnicos 854.

II. CÓMO SE VISUALIZA LA GOBERNANZA EN SEGURIDAD ALIMENTARIA Y NUTRICIONAL

Dentro de las acciones de participación ciudadana, contempladas en el Plan del Pacto Hambre Cero (PPHO) y el subcomponente de movilización social, se indica que, considerando la magnitud del problema del hambre en Guatemala y la dinámica político social generada por el Pacto Hambre Cero, es fundamental que haya una movilización de los ciudadanos por medio del voluntariado, la responsabilidad social empresarial y de iniciativas particulares, para realizar acciones que sumen a la reducción de la desnutrición crónica y aguda. La ciudadanía, con el apoyo de los medios de comunicación, ha de estar vigilante del accionar del gobierno, apoyando esfuerzos de país y contribuyendo desde su espacio de ciudadanos comprometidos².

En ese marco, como una estrategia ciudadana de aplicación y congregación de los diferentes grupos organizados locales, se visualiza la gobernanza local como una propuesta viable de gestión local y de coordinación intersectorial, cumpliendo con uno de los componentes de Viabilidad y Sostenibilidad del PPHO. Con fines de este proyecto, se entenderá por Gobernanza en Seguridad Alimentaria y Nutricional, como el proceso de participación ciudadana para la toma de decisiones, de conciliación de prioridades e intereses de los distintos grupos y el proceso por el que se aplican estas decisiones, con el objetivo de mejorar la Seguridad Alimentaria en sus diferentes dimensiones. En el Plan del Pacto Hambre Cero se establecen como componentes Directos:

1. Provisión de servicios básicos de salud y nutrición.
2. Promoción de la lactancia materna y de la alimentación complementaria.
3. Educación alimentaria y nutricional.
4. Alimentos fortificados.
5. Atención a población vulnerable a la inseguridad alimentaria.

ELEMENTOS A CONSIDERAR EN LA GOBERNANZA EN SAN:

- Participación de Actores
- Coordinación Interinstitucional
- Fortalecimiento del diálogo y del tejido social
- Toma de decisión local
- Incidencia
- Herramientas

² Pacto Hambre Cero

Como componentes de Viabilidad y Sostenibilidad en el PPHO, se consideran:

1. Mejoramiento de los ingresos y economía familiar.
2. Agua y saneamiento.
3. Gobernanza local en SAN.
4. Escuelas saludables.
5. Hogar saludable.
6. Alfabetización.

Como Ejes Transversales en el PPHO, se consideran:

1. Coordinación intra e interinstitucional.
2. Comunicación para la seguridad alimentaria y nutricional.
3. Participación comunitaria.
4. Equidad de género e interculturalidad.
5. Sistemas de información en SAN.
6. Sistema de monitoreo y evaluación.

En el tema de gobernanza, se establecen dos áreas de trabajo y sus correspondientes acciones³:

1. Participación comunitaria y del gobierno local.
 - Organización y participación comunitaria.
 - Análisis de la situación SAN.
 - Gestión de riesgo de INSAN.
 - Gestión de riesgo y respuesta a emergencias de INSAN.
 - Gestión de riesgo y adaptación al cambio climático.
 - Implementación de Observatorios y redes locales de vigilancia de la SAN.
 - Auditoría social municipal y vigilancia ciudadana.
2. Formar y fortalecer las comisiones SAN dentro del Sistema de Consejos de Desarrollo.
 - Conformación y fortalecimiento de las comisiones de SAN locales.
 - Formación de capacidades para las Comisiones de SAN locales.
 - Implementación de un sistema de información en SAN a nivel local.
 - Implementación de planes de desarrollo municipal con enfoque de SAN y de planes operativos de SAN municipales.
 - Implementación de planes de emergencias con enfoque SAN.
 - Priorización del tema SAN en la asignación financiera para la inversión municipal.

³ Plan del Pacto Hambre Cero. Gobierno de Guatemala, 2012

Lo anterior, refleja un marco normativo propicio para emprender proyectos que potencien la gobernanza en SAN, a nivel local, ya que se reconoce su importancia y plantea las diferentes áreas donde es necesario desarrollar fortalezas.

III. DESCRIPCIÓN DEL PROYECTO APOYO A LA GOBERNANZA MUNICIPAL EN SEGURIDAD ALIMENTARIA Y NUTRICIONAL

1. DESCRIPCIÓN GENERAL

Este proyecto se enmarca en el Plan del Pacto Hambre Cero, en el fortalecimiento de la gobernanza local en SAN, como uno de sus componentes. En este contexto, el proyecto involucró a los municipios de San Carlos Alzate y Jalapa, del departamento de Jalapa, en donde se llevaron a cabo diversas acciones de sensibilización al tema y el diagnóstico de situación. Para ello, se efectuó un proceso de mapeo de actores que conllevó la contratación de gestores locales; la identificación de instituciones y personas relevantes en la comunidad, estableciendo su vinculación con la SAN; la realización de dos talleres de trabajo participativo con dichos actores seleccionados, en los cuales se reflexionó en forma conjunta respecto a los problemas asociados a la inseguridad alimentaria, sus posibles causas, efectos, así como posibles alternativas de solución, priorizando acciones por medio de un plan de acción local de implementación a corto y mediano plazo, que permita organizar a la comunidad, coordinar programas existentes y apalancar recursos para ejecutar el plan. En estos talleres se entregaron algunas herramientas para diseñar y hacerle seguimiento al plan.



Con este proyecto se espera establecer un modelo de trabajo a replicar en otros municipios del país.

2. FIN DEL PROYECTO

Mejorar la ejecución de las intervenciones del Plan del Pacto Hambre Cero (PPH0) para contribuir a disminuir la desnutrición infantil en Guatemala.

3. OBJETIVO GENERAL

Contribuir al fortalecimiento de la gobernanza municipal en SAN en los municipios de San Carlos Alzate y de Jalapa, para mejorar los resultados de la implementación de las intervenciones de la Ventana de Oportunidad de los 1,000 Días, en el marco del Plan del Pacto Hambre Cero (PPH0).

4. OBJETIVOS ESPECÍFICOS

- Analizar la situación de gobernanza en SAN en los municipios involucrados en el proyecto.
- Desarrollar conocimientos y habilidades en gobernanza, en líderes municipales y comunitarios, para promover el empoderamiento social y fortalecer la coordinación intersectorial a nivel municipal y comunitario.
- Sistematizar lecciones de gobernanza en SAN, a nivel de cada municipio, como modelo a replicar.

IV. LOGROS OBTENIDOS:

A continuación se describen los principales logros obtenidos en cada uno de los objetivos, resultados y fases establecidas por el proyecto.

a) Resultado esperado: Diagnóstico, por municipio, de la situación de gobernanza local en SAN, aprobado por el COMUDE y el COCODE y socializado en la CODESAN y Comité Técnico de Enlace Interinstitucional (CTI).

Las actividades diseñadas para lograr este resultado esperado, fueron las siguientes:

1. Información del proyecto con autoridades en los diferentes niveles.

Para iniciar el trabajo en los municipios seleccionados, fue necesario contactar oficialmente con las distintas autoridades del nivel central, departamental, municipal y comunitario, para explicarles el objetivo del proyecto, su alcance en el tiempo y solicitar su apoyo y respaldo para el desarrollo del proyecto, y al mismo tiempo sensibilizarlos en la temática de SAN.

2. Contratación e inducción de gestores locales.

Para el trabajo en terreno, especialmente para realizar las entrevistas a los representantes de organizaciones locales y de líderes locales, se contrató como apoyo al equipo técnico del proyecto a una persona residente en los municipios seleccionados, para que realizara la tarea del mapeo de actores, al cual se le llamó "gestor local". Los gestores locales recibieron una inducción del trabajo a realizar así como asistencia técnica continua por parte del equipo coordinador.



3. Mapeo de actores.

Como parte inicial del diagnóstico, se realizó un mapeo de los actores institucionales y comunitarios en cada municipio. Este mapeo representa un catastro de organizaciones locales cuya labor tiene relación con la SAN o que tiene implicaciones relevantes en la gestión municipal y comunitaria; así como la detección de líderes de opinión o personajes importantes, a nivel local, que pudieran tener un rol en proyectos relacionados a la SAN. Una vez detectadas estas instituciones o personas, se realizaron entrevistas mediante un formato preestablecido que permitió recoger información de la institución o persona, y su vinculación con la SAN. El mismo instrumento permitió recoger los antecedentes más relevantes referidos a las limitaciones que se dan en cada comunidad para implementar proyectos en SAN.



4. Sistematización, análisis y aprobación del mapeo de actores.

El análisis del mapeo de actores sirvió de base para identificar las organizaciones y líderes comunitarios más relevantes para tratar el tema de SAN a nivel de la comunidad, quienes participaron en el taller formativo para la construcción del Plan de Acción Comunitaria en Seguridad Alimentaria y Nutricional (PACOSAN). Durante el taller se aprobó el mapeo de actores por parte de las entidades correspondientes (COCODE, COMUDE y CODESAN).

- b) Resultado esperado: Plan de Acción Comunitaria en Seguridad Alimentaria y Nutricional (PACOSAN) diseñado, actores locales dispuestos a liderar su ejecución y presentado a autoridades nacionales y locales.

Las actividades diseñadas para lograr este resultado esperado fueron las siguientes:



1. Realización de los talleres formativos por municipio.

En abril se desarrollaron, en los municipios de San Carlos Alzate y Jalapa, los talleres formativos de dos días en gobernanza local para apoyar la Seguridad Alimentaria y Nutricional. El público objetivo fue representado por aquellos actores mapeados de mayor relevancia, definidos según criterios de liderazgo comunitario y su relación con la SAN, y las autoridades locales. El objetivo de esta actividad fue relevar la SAN local, analizar los problemas, las causas y posibles soluciones; para aprender a priorizar, construir participativamente un plan de acción local integral e intersectorial y a explorar posibles fuentes de financiamiento (apalancar recursos).

Los talleres se realizaron utilizando una metodología participativa, teórico-práctico, promoviendo la participación activa y permanente por medio de trabajos de grupo. Además, esta metodología facilitó el análisis, consenso y priorización de los problemas encontrados relacionados a la SAN, para proceder al diseño y elaboración del Plan de Acción Comunitaria en Seguridad Alimentaria y Nutricional (PACOSAN).

2. Construcción del PACOSAN.

El diseño y la elaboración del PACOSAN fue producto del trabajo participativo de fuerzas vivas comunitarias en el Taller Formativo, donde se reflexionó acerca de la seguridad alimentaria, sus causas, consecuencias y soluciones. La metodología para la construcción del PACOSAN fue elaborar, en conjunto, un "árbol de problemas y causas" que originan la inseguridad alimentaria en esos dos municipios y un "árbol de soluciones y acciones" que permitieron abordar esos problemas y causas. Definidos estos dos "árboles" se priorizaron y consensuaron acciones estableciendo un plan de acción intersectorial realista para cada municipio, con su respectivo cronograma.

El PACOSAN es un documento que sistematiza todo el proceso para el corto y mediano plazo. La validez de este documento se sustenta en su construcción participativa, refleja los principales problemas en SAN de la comunidad y un planteamiento consensuado sobre la propuesta para enfrentarlos.

El problema central quedó definido como la Inseguridad Alimentaria y Nutricional, que incluye, la Desnutrición (mal crecimiento, agudo y crónico), la falta de alimentos, la mala calidad de los alimentos y el mal aprovechamiento de los alimentos. Las causas de la Inseguridad Alimentaria y Nutricional, quedaron divididas en: Causas estructurales (responsabilidad de Gobierno) y Causas proximales (responsabilidad del Alcalde y de su comunidad).

A continuación se presenta la estructura y contenido del PACOSAN:

2.1 Objetivo general

Disminuir la inseguridad alimentaria en el municipio de Jalapa, fortaleciendo la gobernanza a nivel local.

2.2 Objetivos específicos

- Empoderar a la comunidad
- Potenciar la organización comunitaria
- Fortalecer la institucionalidad y las redes institucionales

2.3 Componentes

- Agrupación social
- Capacitación
- Institucional y programático
- Salud
- Agricultura
- Educación
- Desarrollo Social
- SESAN
- Estrategias Municipales
- Intersectorialidad en SAN
- Comunicación en SAN

2.4 Actividades por componente

- Agrupación social

Conformación de grupos de pares y de comités multisectoriales, por objetivos (funcionales) para tomar conciencia, compartir experiencias, aprender de los otros y para control y contención. Temas: comunicación, solidaridad, respeto, confianza, conformismo, machismo, alcoholismo, planificación familiar, paternidad y maternidad responsable, así como equidad de género.

- Capacitación

Por medio de escuelas para padres y madres y para grupos de jóvenes a través de estrategias educativas innovadoras. Temas: crianza, lactancia materna y alimentación complementaria, alimentación de la familia, salud, planificación familiar, producción y comercialización agropecuaria. Establecer procesos de monitoreo y seguimiento de las acciones que se realicen. Capacitación y fortalecimiento de líderes, apoyo a las organizaciones comunitarias.

- Programático

- o Salud

Fortalecimiento del sistema de atención primaria en salud: programas, disponibilidad de insumos, promoción de salud, visitas domiciliarias, cloración de agua, beneficios sociales vinculantes entre sí; por ejemplo, capacitación con entrega de semillas, asistencia a capacitación en preparación de las comidas con entrega de alimento.

- o Agricultura

Huertos familiares, escolares y comunitarios (para autoconsumo y comercialización; incluye programas de provisión de insumos y bancos de semillas).

- o Educación

Fortalecimiento del sistema educacional: mejoras en infraestructura, aumento en el número de establecimientos y en las coberturas (asistencia y adherencia) y promover el involucramiento en Seguridad Alimentaria y Nutricional.

- Estrategias municipales

- o Asegurar la disponibilidad permanente de agua, sanitización (cloración) del agua, asesoría para eficiencia, prevención y emergencia; sectorización de agua, reforestación.

- o Uso de letrinas.
- o Disposición de basura.
- o Aplicación de leyes y reglamentos.
- o Control de la producción y venta clandestina de alcohol.

- Intersectorialidad efectiva en SAN

Fortalecimiento institucional e intersectorial efectiva en SAN: coordinación temática interinstitucional y de las instituciones con su comunidad, convocatoria de instituciones, tales como: iglesias, educación y otros. Construcción de alianzas estratégicas.

- Comunicación social

A través de campañas educativas en medios de comunicación masivo (TV, radios y periódicos).

3. Presentación del PACOSAN



El PACOSAN participativo final fue presentado a las autoridades locales y nacionales así como a las organizaciones comunitarias relacionadas a la SAN, para su conocimiento, discusión y reflexión, validación, ajustes y suscripción de compromisos para el apoyo en su ejecución. Este documento fue firmado por el Gobernador Departamental, y los Alcaldes Municipales de San Carlos Alzatate y Jalapa. En esta oportunidad ratificaron su respaldo y apoyo para la implementación del Plan de Acción y consecuentemente al Plan del Pacto Hambre Cero.

c) Resultado esperado: Experiencia evaluada y sistematizada.

Las actividades diseñadas para lograr este resultado esperado, fueron las siguientes:

1. Informe final del proyecto

El equipo técnico está trabajando en la sistematización de todas las actividades del proyecto, según los objetivos trazados, así como una parte final donde se plasmarán las sugerencias y/o recomendaciones de los expertos. Posteriormente, se realizará una presentación de los resultados al Consejo Nacional de Seguridad Alimentaria y Nutricional.

VI. EXPERIENCIAS Y LECCIONES APRENDIDAS EN EL PROCESO



1. Disposición y apoyo de los representantes institucionales y líderes comunitarios en brindar la información en el mapeo de actores.
2. El ejercicio de diagnóstico permitió el involucramiento directo de los comunitarios y actores institucionales responsables del tema SAN.
3. Los comunitarios pasan a ser parte de la solución de sus problemas, cuando se involucran y apoyan las actividades de SAN.
4. La participación de autoridades departamentales y municipales de las instituciones de gobierno y de las corporaciones municipales dio mayor realce a las actividades, ya que en sus discursos comentaron de la corresponsabilidad institucional en el tema y sobre la importancia de participar en este proceso; además, motivaron a los participantes para dar lo mejor en estos talleres y los exhortaron a trabajar en pro de la población objetivo de Plan del Pacto Hambre Cero.
5. El integrar a personal institucional y comunitario propició bastante interés en los grupos de trabajo.
6. Los grupos de trabajo mantuvieron siempre el interés en la identificación del problema, sus causas y soluciones viables, logrando con mucho éxito los resultados esperados.
7. Se pudo observar el dominio y capacidad en el manejo del tema por parte del equipo facilitador, que supo conducir el trabajo de grupos utilizando una metodología participativa e integradora.

VI. SEGUIMIENTO DEL PROYECTO:

1. SESAN dará el acompañamiento continuo para coordinar, a nivel de la CODESAN y COMUSAN, la implementación de los PACOSAN, considerando que este plan servirá de eslabón entre el diseño del Plan del Pacto Hambre Cero y las acciones que al respecto debe emprender la comunidad organizada con el apoyo de las autoridades locales y actores institucionales claves vinculados con este proyecto.
2. Es importante y necesario hacer la vinculación de este plan de acción comunitario con las acciones planteadas con el POASAN municipal 2014-2015 para involucrar a los actores institucionales, que por mandato sectorial, apoyan el tema.
3. SESAN considera pertinente la incorporación de la estrategia Comunicación para el Desarrollo, ya que contempla acciones y herramientas enfocadas a la gobernanza en SAN. Este nuevo modelo tendrá un enfoque integral a la SAN, el cual vendrá a facilitar y fortalecer las acciones planteadas en los PACOSAN.
4. SESAN ha recibido de otros cooperantes el ofrecimiento de nuevos proyectos para fortalecer las acciones de Gobernanza en SAN en otros ámbitos priorizados, con la finalidad de lograr los objetivos del Plan del Pacto Hambre Cero.
5. Continuar con el fortalecimiento de vínculos entre instituciones y comunidades, el empoderamiento de mayor número de líderes, así como el mejoramiento de la planificación e incidencia política, para garantizar la sostenibilidad de los procesos.



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