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Policy Regulatory Support for Economic
Growth Project

POLICY REGULATORY SUPPORT FOR ECONOMIC GROWTH PROJECT

FINAL REPORT

AUGUST 2011 – FEBRUARY 2015

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Project: Policy Regulatory Support for Economic Growth

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ABBREVIATIONS

ADIC Casa Feliz	Asociación de Desarrollo Integral con Proyección Comunitaria Casa Feliz [Association of Comprehensive Development with Casa Feliz Community Project]
AECID	Agencia Española de Cooperación Internacional para el Desarrollo [Spanish Agency for International Development Cooperation]
AGEXPORT	Asociación Guatemalteca de Exportadores [Guatemalan Association of Exporters]
AFOGESHIP	Asociación Fondo para la Gestión Hídrica Participativa [Participatory Water Management Fund Association]
AMCHAM	American Chamber of Commerce
ANACAFE	Asociación Nacional del Café [National Coffee Association]
ANAM	Asociación Nacional de Municipalidades [National Association of Municipalities]
BPA	Buenas Prácticas Agrícolas [Good Farming Practices]
BPM	Buenas Prácticas de Manufactura [Good Manufacturing Practices]
CACIF	Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras [Coordinating Committee for Agricultural, Industrial, and Financial Associations]
CONACOEX	Comisión Nacional Coordinadora de Exportaciones [National Coordination Committee for Exports]
CONAP	Consejo Nacional de Áreas Protegidas [National Council of Protected Areas]
CONAPEX	Consejo Nacional de Promoción de las Exportaciones [National Export Promotion Council]
CONASAN	Comisión Nacional de Seguridad Alimentaria y Nutricional [National Food Security and Nutrition Commission]
DERCAS	Documento de Especificaciones, Requerimientos y Criterios de Aceptación de Software [Software Approval Specifications, Requirements and Criteria Document]
DIAPRYD	Programa de Desarrollo Integral en Áreas con Potencial de Riego y Drenaje [Integrated Development Program in Areas with Irrigation and Drainage Potential]
DR	Desarrollo Rural [Rural Development]
DR-CAFTA	Dominican Republic-Central American Free Trade Agreement
EIA	Evaluación de Impacto Ambiental [Environmental Impact Evaluation]
EIA Center	Energy & Infrastructure Analysis Center
ENADE	Encuentro Nacional de Empresarios [National Meeting of Entrepreneurs]
FLACSO	Facultad Latinoamericana de Ciencias Sociales [Latin American Faculty of Social Sciences]
FONTIERRAS	Fondo de Tierras [Land Fund]

FRR	Fondo de Respuesta Rápida [Rapid Response Fund]
FTF	Feed the Future
FUNCAFE	Fundación Nacional del Café [National Coffee Foundation]
FUNDESA	Fundación para el Desarrollo de Guatemala [Foundation for the Development of Guatemala]
GCC/G13	Grupo de Coordinación de Cooperantes/Grupo de 13 Cooperantes [Development Worker Coordination Group/Group of 13 Development Workers]
GoG/GdG	Government of Guatemala/Gobierno de Guatemala
IARNA	Instituto de Agricultura y Recursos Naturales de la Universidad “Rafael Landívar” [Institute of Agriculture and Natural Resources of the “Rafael Landívar” University]
ICEFI	Instituto Centroamericano de Estudios Fiscales [Central American Institute of Fiscal Studies]
IFIs	Intermediate Financial Institutions (Banks, Savings and Credit Cooperatives, etc.)
IFPRI	International Food Policy Research Institute
INAB	Instituto Nacional de Bosques [National Forest Institute]
INCOPAS	Instancia de Consulta y Participación en Seguridad Alimentaria [Food Security Consultation and Participation Forum]
INFOM	Instituto de Fomento Municipal [Institute for Municipal Development]
INSAVE	Instituto de Inocuidad de los Alimentos, Sanidad Animal y Vegetal [Institute for the Safety of Food, Animal, and Vegetable Health]
KRA	Key Results Area
MAGA	Ministerio de Agricultura, Ganadería y Alimentación [Ministry of Agriculture, Livestock, and Food]
MAP	Matriz de Análisis de Política [Political Analysis Matrix]
MARN	Ministerio de Ambiente y Recursos Naturales [Ministry of Environment and Natural Resources]
MICIVI	Ministerio de Comunicaciones, Infraestructura y Vivienda [Ministry of Communications, Infrastructure, and Housing]
MINECO	Ministerio de Economía [Ministry of Economy]
MINFIN	Ministerio de Finanzas Públicas [Ministry of Public Finance]
MP	Ministerio Público [Public Ministry]
MSPAS	Ministerio de Salud Pública y Asistencia Social [Ministry of Public Health and Social Assistance]
NUTRISALUD	Proyecto de Nutrición y Salud de USAID [USAID Nutrition and Health Project]
OG	Organismo Gubernamental [Governmental Organization]
NGO	Organismo No Gubernamental [Non-Governmental Organization]
ONSEC	Oficina Nacional de Servicio Civil [National Civil Service Office]

PAFFEC	Programa de Apoyo a la Agricultura Familiar Campesina [Program in Support of Farmer Family Agriculture]
PDH	Procuraduría de los Derechos Humanos [Human Rights Procurator]
PEI	Plan Estratégico Institucional [Institutional Strategic Plan]
PERSUAP	Pesticide Evaluation Report and Safe Use Action Plan for Agricultural Projects
PIPAA	Programa Integral de Protección Agrícola y Ambiental [Integrated Agricultural and Environmental Protection Program]
PLANOCC	Plan Estratégico de Seguridad Alimentaria y Nutricional para Occidente [Strategic Food Nutritional Security Plan for the West]
PMA	Programa Mundial de Alimentos [World Food Program]
PNDRI	Política Nacional de Desarrollo Rural Integral [National Rural Development Policy]
PPNDRI	Plan de Implementación de la PNDRI [PNDRI Implementation Plan]
POA	Plan Operativo Anual [Annual Operating Plan]
PH0	Pacto Hambre Cero [Zero Hunger Pact]
PPH0	Plan del Pacto Hambre Cero [Zero Hunger Pact Plan]
PRONACOM	Programa Nacional de Competitividad [National Competitiveness Program]
PSA	Pago por Servicios Ambientales [Payment for Environmental Services]
PRS	Policy Regulatory Support for Economic Growth
REDFIA	Red Nacional de Formación e Investigación Ambiental [National Environmental Training and Research Network]
SAN	Seguridad Alimentaria y Nutricional [Food and Nutritional Security]
SARES Foundation	Fundación para la Seguridad Alimentaria Rural, Equitativa y Sostenible [Foundation for Rural, Equitable, and Sustainable Food Security]
SAT	Superintendencia de Administración Tributaria [Tax Administration Superintendency]
SEGAMIL	Programa de Seguridad Alimentaria de USAID [USAID Food Security Program]
SEGEPLAN	Secretaría de Planificación y Programación de la Presidencia [Secretary of Planning and Scheduling for the Presidency]
SESAN	Secretaría de Seguridad Alimentaria y Nutricional [Secretary of Food and Nutritional Security]
SFs	Servicios Financieros [Financial Services]
SGC	Sistema de Gestión de Calidad [Quality Management System]
SIECA	Secretaría de Integración Económica Centroamericana [Secretary of Central American Economic Integration]
SINASAN	Sistema Nacional de Seguridad Alimentaria [National Food Security System]
SPRING	Strengthening Partnerships, Results and Innovations in Nutrition Globally
TOIR	Task Order Intermediate Result
UMG	Mariano Gálvez University

URL	Rafael Landívar University
USAC	University of San Carlos de Guatemala
USAID	United States Agency for International Development
VIDER	Viceministerio de Desarrollo Económico Rural [Deputy Ministry of Rural Economic Development]
WHIP	Integrated Program for the Western Highlands

EXECUTIVE SUMMARY

The final report of the Policy Regulatory Support for Economic Growth Project of the United States Agency for International Development (USAID/PRS) presents a synthesis of the principal results achieved by the project from its beginnings on August 1, 2011 until it ended on February 27, 2015; this period covers the project's "Base Period" and "Option Period"¹. During its implementation, the project provided support to government institutions in the formulation of laws, regulations, policies and strategies in key areas for the development and implementation of the Feed the Future (FTF) initiative in Guatemala. The USAID/PRS project provided support to national institutions, particularly the Secretary of Food and Nutritional Security (SESAN, Spanish acronym); the Ministry of Agriculture, Livestock and Food (MAGA, Spanish acronym); the Ministry of Economy (MINECO, Spanish acronym); and the Ministry of the Environment and Natural Resources (MARN, Spanish acronym), who were also implementers and partners of the project, obtaining the benefit of their institutional strengthening. Support was provided through activities related to food security, rural development focused on productive agricultural activities generating employment and income, commercial capacities, and capacities to confront climate change and comply with environmental commitments derived from the Dominican Republic-Central American Free Trade Agreement (DR-CAFTA).

In the **Food Security Component**, the success of the technical support and the guidance provided by the project for the institutional improvement of SESAN are particularly noteworthy because of their successful promotion of two processes: the formulation of the results-oriented Institutional Strategic Plan and the Institutional Restructuring Proposal. In addition, the food security component contributed to the strengthening of SESAN through the provision of the multimedia course "Institutional co-responsibility in the implementation of the Zero Hunger Pact Plan (PPH0, Spanish acronym)" which seeks clearly identify the responsibilities of the implementers in the implementation of the PPH0. The gains achieved by this component also include the formulation of the MAGA Strategic Plan and the results-oriented MARN Strategic Plan. In addition, the food security component provided technical support to MAGA to create of a results-oriented Annual Operating Plan and 2014 budget within the context of the PPH0 and supported the creation of the 2015 Annual Operating Plan. The food security component also strengthened the advocacy capacities of Consulting and Social Participation Advocacy (INCOPAS, Spanish acronym) in the area of food and nutritional security (SAN, Spanish acronym), by developing a diagnostic tool to assess the advocacy capacity of the civil society organizations (CSOs) linked to SAN and the development of SAN's advocacy strategy, which allowed the structure of INCOPAS to be refined. Similarly, the food security component assisted with the dissemination of food security laws, policies and strategies by printing and sharing copies of a popular version of the Law of the National Food Security System (SINASAN, Spanish acronym) and the National Policy of SAN with INCOPAS and other organizations.

Another important result was the development, in collaboration with the Land Fund (FONTIERRAS, Spanish acronym), of the diagnostic and baseline studies of 26 farming communities, as part of the support to FONTIERRAS, with the objective of assessing the state of affairs of SAN; in addition to the human, social, natural, physical and financial capital of each of the 26 farming communities. In order to improve SAN, a methodology for the development of action plans at the community level was also formulated, and was institutionalized by FONTIERRAS via Management Resolution 139-2014.

¹The Project consisted of two periods: the Base Period (August 2, 2011 to August 1, 2013) and the Option Period (August 2, 2013 to February 27, 2015). This report summarizes the achievements of both.

Under the food security component, the Project stimulated the support of FTF through grants provided to: i) ADIC Casa Feliz, an organization for indigenous women to carry out an advocacy process to improve integrated services to prevent infant malnutrition and strengthen SAN in 13 communities of the Western Highlands, as part of the “Pilot experience of advocacy within the framework of the advocacy strategy of INCOPAS in SAN” and ii) the Nutrition Alliance through a grant to FUNDESA for the development of a methodological guide for the implementation of actions at the community level for the reduction of chronic malnutrition and to generate sustainability in SAN, which was developed on the basis of successful experiences identified by consultations with more than 40 organizations and with the broad participation from different actors (e.g., organizations integrated in the Nutrition Alliance, cooperation projects and government entities).

In support of coordinating actions for cooperation in the FTF zone, under the food security component the Project mapped SAN development workers in the Western Highlands and helped USAID form the Central Coordination Committee and the four Departmental Coordination Committees, in the following regions: i) Quiché, ii) Huehuetenango, iii) San Marcos; and iv) Quetzaltenango and Totonicapán. In addition, the Project supported the organization of the Meeting of Communities, sectoral authorities and USAID volunteers to establish agreements and commitments between USAID and the Government of Guatemala for the reduction of chronic malnutrition in the 30 communities of the Western Highlands.

In MAGA, the **Rural Development Component** proposed a redesign to increase the sustainability of the Agricultural and Environmental Protection Program (PIPAA, Spanish acronym), which is already being implemented by MAGA to support Guatemalan agricultural exports through legal, technical and strategic guidance. This program is a key instrument to promote participation of small and medium sized producers in agricultural exports, particularly those that are members of vegetable production chains in the FTF region. Moreover, the rural development component of the Project promoted better practices for access to markets, minimizing the sanitary and phytosanitary risk in the export of vegetables by systematizing experiences in good farming practices (BPAs, Spanish acronym) and good manufacturing practices (BPMs, Spanish acronym) for vegetables submitted to PIPAA/MAGA. The Project presented and submitted a Proposal for Investment in Prioritized Rural Roads to MAGA and the Ministry of Communications, Infrastructure and Housing (MICIVI, Spanish acronym). The Project also promoted and supported MAGA in the design of the new rural extension model, which is already being implemented by MAGA [National System for Rural Extension (SNER, Spanish acronym)]. As a result of a consultation and diagnostic process led by the project in support of MAGA, the Irrigation Policy Proposal was created, and subsequently approved and ratified by the Government of Guatemala with Government Agreement 185-2013. In addition, at the request of MAGA, the Project supplemented the work of the public-private Inter-Institutional Group by promoting the implementation of the Irrigation Policy and creating a document containing the status of the trusts subject to reconversion that may eventually be able to contribute to the financing of the implementation of the Irrigation Policy.

The Project supported the formulation of the Bovine Farming Policy, which was submitted to MAGA and approved by Government Agreement 282-2014. In addition, it contributed to the strengthening of MAGA’s Commercial Strategic Information System by providing new software for the extension of import permits and generating reports in the area of international commerce of products, sub-products and agricultural inputs. In addition, it supported the Technical Unit of the Rural Development Cabinet in the formulation of the Implementation Plan of the National Rural Development Policy.

The Project facilitated the development of a Proposal to promote alternatives for the development of a legal entity to facilitate the stability and business development of agricultural producer organizations, with the goal of supporting the Committees on Territorial Competitiveness in order to formulate a Strategy for Private Investments in the rural area of MINECO. Equally, it supported the development of production chains in the FTF area through the development of a support strategy for innovation, marketing and post-harvest handling, and identified the existing Financial Services Market in the FTF

area through studies of the Supply and Demand for Financial Services for three production chains in the FTF area.

The **Support for the Construction of Commercial Capacities Component** supported MINECO and other national forums in the improvement of the positioning of the country in the *Doing Business Report*, focusing on areas that allowed short-term advocacy. In these areas, the Project developed proposals in specific topics that seek the improvement of the performance of the country in the area of competitiveness, embodied in the improvement of positions within the *Doing Business Report* index of the World Bank, which has been presented in 2010, 2013 and 2014, including: 1) design of the One Stop-Shop trade registration window; 2) proposal for the amendment of the commercial code; 3) proposal for the Integrated Commercial Policy; 4) formulation and dissemination of the National Competitiveness Agency; and 5) design and implementation of the electronic signature in the management of services and investment services of MINECO. With the objective of improving the capacity of customs staff in the application of DR-CAFTA agreements, the project trained 113 officials of the Tax Administration Superintendence (SAT, Spanish acronym) in topics related to these agreements and procedures for administration and facilitation of commerce.

In the **Environment Component**, the following accomplishments were highlighted: 1) The institutionalization of the Committee for Cleaner Production, via ministerial agreement; 2) the training of 57 public officials, businesses and key actors in the rural production chain in cleaner production; 3) the training of 120 legal professionals in environmental legislation and climate change, and 30 judges and 34 attorneys of the Public Ministry in the area of environmental sentences and environmental criminal prosecution; and 4) the development of a concept for common territorial order between MAGA and MARN and the training of 52 representatives of government institutions, of which 32 were community officials, in basic aspects of territorial order and their application at the municipal level.

Through the **Grants Fund** the Project made important contributions in the areas of food security, rural development, competitiveness and the environment, by providing support to and strengthening non-governmental organizations. With this fund, 13 agreements were signed for the implementation of projects with a total value of \$958,459.10, equivalent to 95.85% of the available grant funding.

Through the **Rapid Response Fund**, the Project supported important processes that required an immediate response, among which the following stood out: 1) Financial support to SESAN for the national launch of the Zero Hunger Pact; 2) training of volunteers who conduct USAID projects in “Regulations, Risks and Secure Use of Pesticides”; 3) support for implementing the Coffee Rust Summit event; 4) support for the “Guatemala Investment Summit 2013”; 5) the execution of the Implementation of the Quality Management System ISO 9001 project, in the Ministry of Public Finances, in the areas of human resource administration, financial management and information technology; 6) support to the National Business Owners Conference (ENADE, Spanish acronym), held in 2013, which focused on the topic of food security and had a theme of “Without Divisions, we Multiply: Human Development and Social Peace”, and 7) translation of the Amendment of the Pesticide Evaluation Report and Safe Use Action Plan for Agricultural Projects (PERSUAP) for the management of coffee rust into English.

In short, the Project strengthened the capacities of six key public institutions for food security and rural development; promoted and supported 23 consultative processes for the formulation of legal or institutional policies or reforms; and conducted and managed 22 proposals for changes to the legislation to improve the country’s commercial capacity, food security, rural development, and environmental protection.

I. INTRODUCTION

The Policy Regulatory Support for Economic Growth Project, implemented by the Weidemann Consortium (Weidemann Associates/Crown Agents USA, Chemonics International and the Guatemala Association of Exporters, known as AGEXPORT (Spanish acronym)), was designed to strengthen the institutional capacity of Guatemala in conducting food security programs, especially those framed within the objectives of the FTF initiative.

During the performance of its activities, the Project provided support for the improvement of policies, regulations and procedures in the following four areas: (i) food security in the context of the FTF Initiative; (ii) rural development, focused on the removal of systemic obstacles to achieve food security and economic development of small agricultural producers and rural families; (iii) strengthening of national capacities for commerce; and (iv) development of environmental policies, regulations and measures to support activities related to DR-CAFTA and confront global climate change.

During the first year of performance of these activities, the Project conducted different tasks whose goal was to achieve results in these four areas. Due to the electoral situation between 2011 and 2012, the Project developed a strategy in three phases: (a) the electoral period, (b) the transition period, and (c) the post-transitional period. During this period, the Project approached the authorities that were recently elected with a sensitization campaign for the public policy topics included in the matrix of results of the Project, which generated a positive response, even when the campaign had not yet finished. The Project team conducted an intensive campaign to communicate the expected results, strategies, and activities of the contract. This effort resulted in an alignment of the Project's results with the goals of the public policy adopted by the government to address topics of economic growth within the framework of food security and economic development. Immediately after the new administration was in place, the Project achieved consensus with MAGA, MINECO, MARN, and SESAN to align their institutional necessities with the objectives of the Project.

During the base period (August 2, 2011 – August 1, 2013), the Project focused on supporting policies that were key to the FTF objectives with SESAN, MAGA, MINECO, MARN, and FONTIERRA in the areas of food security, rural development, commerce, and environmental management. In the option period (August 2, 2013 – February 27, 2015), these areas were limited to food security and rural development, as designed by the Project from the start. During this stage, work continued with the Government (MAGA, SESAN, Ministry of Public Finances (MINFIN), FONTIERRAS, and MINECO) and interest groups to complete the formulation and promote the adoption of policies, regulations, and procedures in these two components and advance the implementation and/or adoption of previously proposed initiatives and strengthen the products and results of the base period.

The Project managed to position itself positively with the government authorities who recognized the importance of the topics addressed and were prepared to participate with the teams in the analysis, discussion, and improvement of the regulations, policies, and laws within the framework of economic growth to improve the conditions of food security of the country in the short, medium, and long term. While the main focus of this period of the Project was on strengthening the capacity of scheduling and formulation of policies and regulations, the initiatives of the operational period were focused on the development of the public and private institutionalism to implement the products of the previous period. In the same way, during the option period, there was a greater territorial focus and local interaction with the goal of bringing actions to the community level.

Since detailed information on each of the project's activities is available in the contractual products (deliverables) and the quarterly reports prepared for USAID, this report emphasizes the key achievements

that stood out and have made an important impact in the strengthening of the additional capacity of Guatemala to conduct food security programs, especially those framed within the objectives of the FTF initiative.

It is important to emphasize that the Project had very efficient administrative and financial support from the start, which allowed it to maintain the level of support required to achieve high quality results within the specified time. This support did not only come from the office of the project in Guatemala, but also from the home offices in Washington, and the technical and administrative support of the USAID offices in Guatemala.

Although this final report is presented by components and results, the achievements presented here are the results of the cohesive action of the team and the technical and administrative personnel, USAID officials, government and non-governmental counterparts, and also other donor and beneficiary entities.

II. IMPLEMENTATION OBJECTIVES AND STRATEGIES

The PRS Project responds to the FTF initiative, which seeks to contribute to reducing chronic malnutrition and rural poverty. In Guatemala, both of these challenges are most prevalent in indigenous rural populations in the Western Highlands, an area that has been prioritized by PPH0, promoted by the Government of Guatemala (GoG) and within which the strategy of USAID has prioritized 30 municipalities in the areas of Quiché, Huehuetenango, San Marcos, Totonicapán and Quetzaltenango, in order to address them through the Integrated Program of the Western Highlands.

To contribute to the reduction of chronic malnutrition and rural poverty, FTF bases its strategy on increasing employment and income to improve access to food while simultaneously improving the biological exploitation of food to improve nutrition. The social framework of PRS is that of economic growth. USAID, through the “Mellor Model”, determined that the rural value chains in agriculture, crafts, and tourism from small producers are those that generate the greatest drive for the generation of employment and income for rural families. In the same way, they determined that in order to give viability to these, it was necessary to overcome distinct limitations, especially those related to rural infrastructure; rural finances; social organization; research and extension; the civil service system; and the formulation, assignment, and execution of budgets oriented to support actions to increase employment and income. In the same way, it determined the necessity to strengthen institutions that legally have competence in the area of food security, especially SESAN, MAGA, MINECO, and others, in coordination with the Secretary for Planning and Scheduling of the Presidency (SEGEPLAN, Spanish acronym) and MINFIN to align its plans and budgets toward common results to reduce chronic malnutrition and poverty. Additionally, the necessity to coordinate efforts with other actors was established, such as in the case of the civil society (INCOPAS), private sector, and donors working in associated fields.

The Project supported national counterparts, both governmental and non-governmental, in the analysis and application of policies in the following four areas:

1. Food security in the context of the FTF initiative;
2. Rural development and systemic obstacles to food security at the national level;
3. Strengthening of capacities in commerce and sectoral development in order to improve lives and economic sustenance of small agricultural producers and rural families; and

4. Strengthening the capacity for environmental management and governance to support the implementation of the DR-CAFTA and adaptation to global climate change.

The Project integrates four components in its base period (August 2011 – August 2013): i) Food security in support of FTF, ii) Rural development and limitations at the national level for food security; iii) Qualification and development of the commercial sector to improve the economic livelihood for producers and rural families based on small agriculture; and iv) Environment in support of the DR-CAFTA and climate change. In the option period (August 2013 – February 2015), the project continued to focus solely on the first two components. This report covers both periods.

The Project also supported the development of the dialogue to provide a shared vision among donors, civil society, and the private sector in the area of food security. In each one of the components, the formation of strategic alliances was promoted.

Within these areas, the Project supported the priorities of the GoG, the initiatives led by the government, and an integrated strategy to overcome obstacles to food security and economic growth. In addition, the Project only supported initiatives that had the clear commitment of the GoG and/or other key actors in the private sector and civil society, and justifiably within a coherent and coordinated strategy with key actors and other donors.

Project Objective and Results

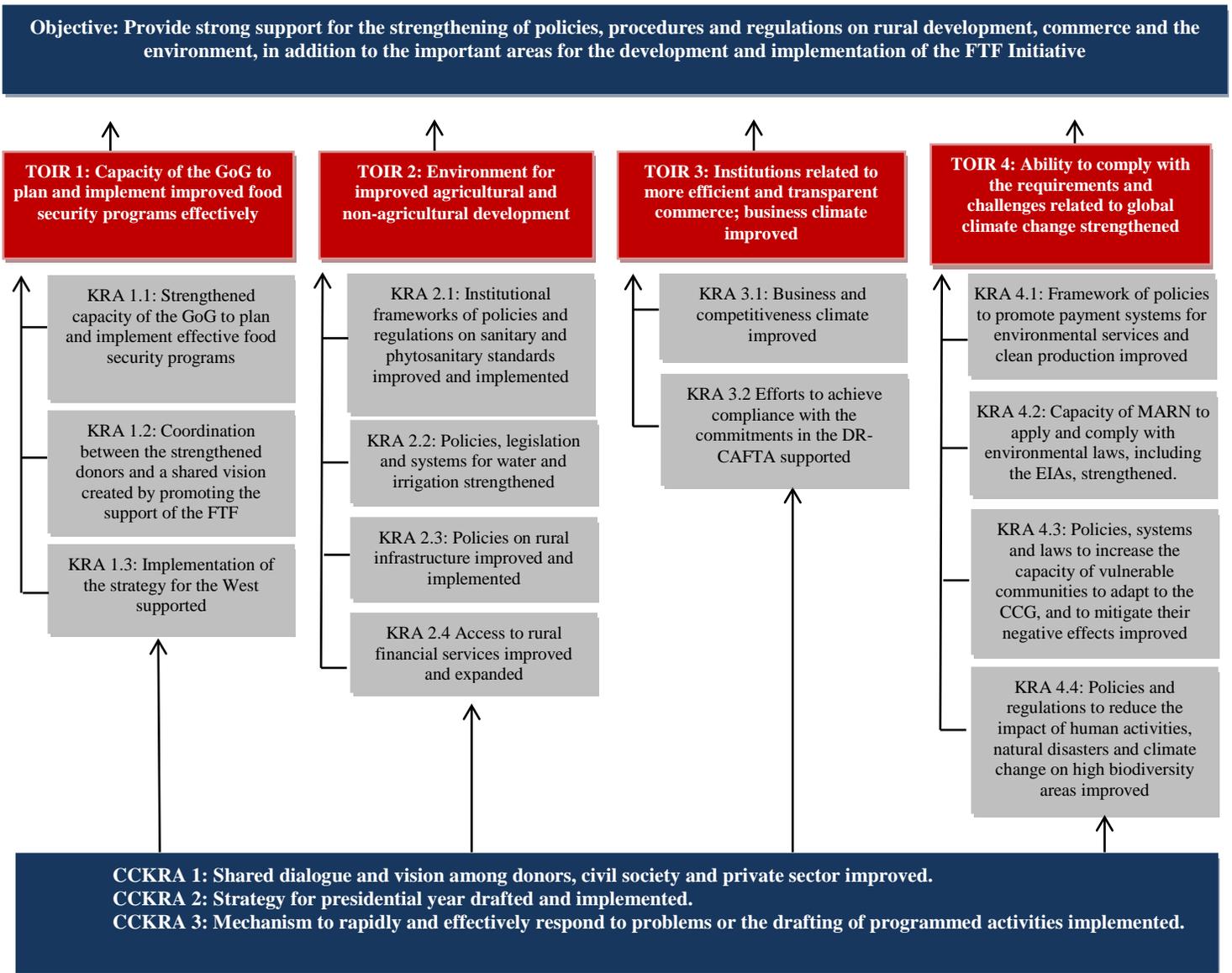
Objective: Provide support to national authorities in the formulation and application of policies, procedures, and regulations related to food security, rural development, commerce, the environment, and key areas for the development and invitation of the FTF initiative.

Intermediate Results

1. Capacity of the GoG to plan and implement strengthened food security programs effectively.
2. Environment for improved agricultural and non-agricultural development.
3. Efficiency and transparency of the institutions of commerce and business climate improved.
4. Ability to comply with the DR-CAFTA environmental requirements and challenges related to increased global climate change.

Figure 1 presents the complete framework of results, including the key result areas (KRAs) that contribute to the achievement of intermediate results.

Figure 1: Framework of Results



Implementation Period

The contract for the execution of the project was signed on August 2, 2011, which was the effective date for the start of activities. During this same month, the logistical and administrative preparations were made to start the activities of the technical team on September 1, 2012. On August 1, 2013, the base period ended and the option period started on August 2, 2014, continuing until February 27, 2015.

Beneficiaries of the Project

As a project whose results include the formulation of countrywide policies and regulations, the beneficiaries include many actors but special emphasis was put on governmental institutions, who were implementers and partners of the project, obtaining the benefit of institutional strengthening. This was accomplished through training for their personnel, advances in the definition and application of policies and regulations, and the development of procedures. Civil society—the institutions of the private productive sector including cooperatives and non-governmental organizations related to rural development, food security, and environmental protection—also benefited. The final/overall impact of the project is the benefit of better institutional food security, commerce, rural development, and environmental sustainability schemes reaped by producers, exporters, small and medium-sized businesses, cooperatives, service providers, and other economic agents related to rural production chains, and in general residents of the rural area.

Project Partners

Main project partners included:

- a. **Food Security:** Food Security Commission of the Congress of the Republic, Ministry of Finance, SEGEPLAN, SESAN, MAGA, National Food Security Council (CONASAN, Spanish acronym), MARN, FONTIERRAS, civil society organizations, private sector, academia, and development workers relevant to the objectives of the project
- b. **Rural Development:** MAGA; MICIVI; MINECO; Executive Secretary of the Cabinet of Rural Development; Deputy Presidency, Council System for Urban and Rural Development; Municipal Governments; Associations; National Peace Fund (FONAPAZ, Spanish acronym); Institute of Agriculture and Natural Resources of the “Rafael Landívar” University (IARNA, Spanish acronym); Foundation for Rural, Equitable and Sustainable Food Security (SARES, Spanish acronym); Energy & Infrastructure Analysis (EIA) Center; Central American Institute of Fiscal Studies (ICEFI, Spanish acronym); community of development workers; Social Economic Council; SEGEPLAN; academia; and the Congress of Guatemala
- c. **Commercial Capacities for Development:** MINECO, MAGA, SAT, PRONACOM, chambers of commerce, development workers, academia, groups promoting fiscal dialogue, Minister of Work/development workers, AGEXPORT, and the National Council for the Promotion of Exports (CONAPEX, Spanish acronym) shall be crucial for providing support for the construction of commercial capacities
- d. **Environment:** MARN, National Institute of Forests (INAB, Spanish acronym), National Council of Protected Areas (CONAP, Spanish acronym), SEGEPLAN, MAGA, MINECO, mayors, associations, urban and rural development councils, National Association of Municipalities, the Public Ministry (MP, Spanish acronym), the Procurator of Human Rights (PDH, Spanish acronym), relevant commissions of the Congress of the Republic, the Inter-Institutional Commission on Climate Change, the Socio-Environmental Cabinet, the Council and the Multi-Sectoral Department of Water and the Environment; and in addition to the private sector, work

was done with AGEXPORT, the Center for Cleaner Production, the chambers of commerce, academia, and relevant international cooperation organizations

III. EVALUATION OF THE PROGRESS TO OBTAIN THE RESULTS

With the completion of project activities, there is clear evidence that the Project was able to work with the local government in the strengthening of its capacity to analyze public policies and to respond to the need to plan, program, and execute economic growth and food security programs.

The impacts generated and being generated by the Project are presented in detail in the pages that follow. The initiatives of the Project have shown the ability of institutions, such as MAGA, MINECO, MARN, and SESAN, to perform not only in terms of their capacity to start suitable programs, but also in the incorporation of cutting-edge instruments that respond to the needs of the population and the users of state services.

The progress made towards obtaining the Project's intermediate results, as included in the Framework of Results, are described below:

Task Order Intermediate Result (TOIR) I: Capacity of the GoG to plan and implement improved food security programs effectively

During the implementation of activities, the Project strengthened the capacity of key actors linked to Food Security:

- **Planning:** The Project worked with SESAN, MARN, and MAGA to align their plans and budgets to the results of the PPH0; which seeks to reduce chronic malnutrition, a central objective of the FTF initiative. Furthermore, the methodology to develop diagnostics and action plans to improve food security in agricultural communities was institutionalized in FONTIERRA.
- **Implementation:** The Project worked with INCOPAS on the impact strategy in SAN with the objective of health, nutrition, agriculture, water, and sanitation services reaching the communities effectively. This strategy was implemented through a community organization of indigenous women in coordination with INCOPAS. The Project also worked with the Alliance for Nutrition (Alianza por la Nutricion, in Spanish) to develop the Methodological Guide "EL FUTURO ES HOY (The Future is Now)," an evidence-based instrument that implements integrated activities to reduce chronic malnutrition at the community level.

TOIR 2: Environment for agricultural and non-agricultural development improved

The Project enabled the improvement of the environment by:

Improvement of public policies on water and irrigation; MAGA now has a National Irrigation Policy and financing plan for this policy, which makes its implementation possible. MAGA now has a Bovine Farming Policy that allows the promotion of a subsector of growing perspectives that are strongly sensitive to the public due to their influence in family consumption. In addition, the Commercial Strategic Information System of MAGA was improved, which facilitated the issuing of import permits and generating reports in the area of international commerce of products, sub-products, and agricultural inputs.

Priority topics were addressed with authorities from the GoG so that, in the case of rural roads, they have an “Analysis of the Public Investment Model in Rural Roads” and a “Multi-Annual Investment Plan in Rural Roads.” The Plan for the National Integrated Development Policy (PPNDRI, Spanish acronym) was developed with the objective of implementing the National Policy for Rural Development and National Policy for Integrated Rural Development (PNDRI, Spanish acronym), guaranteeing coordination and coherence in the sectorial interventions which shape them and articulate them in the territories so that the general objective of this policy can be achieved. Furthermore, reforms to two public financial instruments were evaluated and proposed, such as the Guarantee Fund, “GuateInvierte,” and the drainage irrigation trusteeship, “DIAPRYD.”

For its integration into international markets, commercial agriculture has better opportunities for the standardization of the sanitary and phytosanitary regulations, supported by the technological modernization of the PIPAA services.

The Project supported the development of three studies of the financial service market in the FTF area, from the perspective of the offer, the demand, and a profiling of the asymmetries in this market. Results were shared with the intermediate financial institutions (IFIs) in addition to the links to producers and marketers in the production chains, mainly of vegetables, coffee, and potatoes in the FTF area.² These studies were submitted to MAGA.

From the perspective of the gender analysis in the rural sector, the Project conducted two studies in conjunction with IARNA; one with regard to the definition of the subjects (quantitatively and qualitatively from the perspective of gender) for the promotion policies and programs from the government such as the Program in Support of Peasant Family Agriculture (PAFFEC, Spanish acronym) and the other study on the impact of commercial exporting agriculture on rural women.

TOIR 3: Institutions related to more efficient and transparent commerce and business climate improved

Institutions related to more efficient and transparent commerce:

Work was done with the Ministry of Economy and the management of Customs of SAT in training officials assigned to borders, ports, and airports to increase their capacities in the application of the commercial instruments with regard to: a) origin of the goods, b) application of sanitary and phytosanitary measures, c) intellectual property aspects, and d) customs proceedings.

Work was done with the Ministry of Agriculture in the design and implementation of the Commercial Information System for imports of agricultural food products and inputs, which is functioning and has enabled the improvement of the issuing of import permits and publishing statistics on this topic.

Business climate improved:

Work was done together with the Ministry of Economy, PRONACOM and FUNDESA within the roadmap to increase the country’s position in the *Doing Business* index, acting on key topics such as: Registration of companies (Single Trade Register Window and minegocio.gt Portal); cross-border trade (DERCAS design one stop-shop window for importing, training in customs); and protection for investors (Proposal for Amendments to the Commercial Code).

These actions permitted a sustained improvement to the country’s position in the 2012, 2013 and 2014 indices.

² Intermediary financial institutions: Banks, Credit Unions and Microcredit NGOs.

TOIR4: Ability to comply with the requirements and challenges related to global climate change strengthened

The Project strengthened the abilities of the requests linked with the application of legislation and environmental justice, as well as the fight against impunity in the country, for the compliance of the agreements established in the DR-CAFTA with regard to compliance of environmental legislation. This was done through the training of law professionals in environmental legislation and climate change, as well as trial judges and attorneys of the Public Ministry in the area of environmental sentences and criminal environmental prosecution.

The ability of political advocacy in climate change improved through the development of two discussions about the initiative of the Framework Law to Regulate the Reduction of Vulnerability, the Obligatory Adaptation to the Effects of Climate Change, and the Mitigation of Greenhouse Gases.

A common land management concept was developed between MAGA and MARN in addition to the training of representatives of government institutions in basic aspects of land management and its application at the municipal level.

In order to contribute to increasing the capacity of vulnerable communities to adapt to climate change and reduce risk, representatives of public entities of the central government (MARN, MAGA, SEGEPLAN, Institute of Municipal Development (INFOM, Spanish acronym), and the National Association of Municipalities (ANAM, Spanish acronym)) were trained by the Project to understand the land management process.

By means of the grant funds provided to IARNA, the Project developed a package of studies and proposals for the improvement of public and private abilities for adaptation to climate change in the areas of: 1) Manual for the planning, design, construction, and maintenance of rural roads with a focus on management and adaptation to variability and climate change; 2) Study identifying and justifying strategic investments for adaptation to climate change related to water; 3) Study identifying water management practices for adaptation to climate change; and 4) Adaptation practices for agriculture to climate change that are already being adopted by small farmers in the Western Highlands of Guatemala.

As a result of the actions of the Project, Guatemala has a forum for the promotion and implementation of the P+L. The Committee of Cleaner Production was institutionalized through ministerial agreement.

The Project trained representatives from 13 municipalities located in the west of the country in order to strengthen their knowledge and abilities to develop Payment for Environmental Services (PSA, Spanish acronym) mechanisms in their territories. With the technical, legal, and political advice of the Project, eight of the 13 municipalities made commitments and formalized the “Declaration of Municipal Commitments to Implement Mechanisms of Payment for Environmental Services in the Territory of MANCUERNA.”

Gender

The framework of results of the Project is located within the scope of the policies on economic growth, food security, and the environment. The main beneficiaries of the Project were government institutions, society, and the private sector who reached the population through their mandates and in this context, broke from the formulation of terms of reference of the studies and from the inclusion of the topic of gender in the participatory processes of discussion and consultation in the different stages of formulation of proposals for policies, and in the training processes.

IV. RESULTS AND ACHIEVEMENTS

Component I: Food Security

This component responds to Intermediate Result 1: Improved capacity of the GoG to plan and implement effective food security programs. This main goal was to: a) empower SESAN; b) develop a sense of ownership of the Strategic Plan for Food and Nutritional Security for the West (PLANOCC)³ among the members of CONASAN; c) strengthen the coordination of donors to invigorate existing coordination mechanisms; and d) strengthen the coordination of activities with SESAN, CONASAN and their members; civil society, INCOPAS, private sector, USAID projects, and other donors.

The Project achieved the following results:

SESAN, with strengthened capacities to coordinate inter-sectorial initiatives to reduce chronic malnutrition

The strengthening of SESAN was achieved through the technical assistance in the following areas:

- a. Base document of PPH0. SESAN conducted a broad consultation process that allowed the enrichment of this base document until the actual PPH0 was made concrete.
- b. Financial support for the launching of the PPH0, in San Juan Atitán, Huehuetenango in February 2012.
- c. Proposal of the Inter-Institutional Technical Committee (CTI, Spanish acronym) to follow the management and execution of the PPH0 from a technical, administrative, and financial perspective. CTI is functioning and meets once a week in SESAN.
- d. Mapping of cooperation projects in SAN in the Western Highlands that permitted SESAN and development workers to identify who to coordinate with in this territory.
- e. Creation and implementation of the sensitization strategy on the magnitude, effect, and impact of chronic malnutrition and proposals for intervention. The technical assistance allowed SESAN to pool resources with actors from the civil society, development workers, and the media so that the topic can be visualized and understood by the Guatemalan society and commitments can be made (Annex 1.1).
- f. Formulation of the results-oriented Strategic Institutional Plan (PEI, Spanish acronym) by SESAN. It was formulated with the participation of representatives from all administrations and clarifies the products that are necessary for the formulation, approval, coordination of the implementation, and monitoring and evaluation of effective plans in SAN, including the PPH0.
- g. Proposal for the restructuring of SESAN according to processes within the framework of the Strategic Institutional Plan. The proposal was made with the participation of all the personnel and allowed the clarification of the ranges of competency and complementarity of the units. The detailed processes that are input to update the operating manuals of each proposed unit were generated. The start of the limitation of the proposed structure was made official on December 2012 (Annex 1.2).

³PLANOCC was incorporated into the Zero Hunger Pact Plan.

- h. Development of an E-learning multi-media course entitled “Institutional co-responsibility in the implementation of the Zero Hunger Pact Plan.” SESAN created the training plan to start the course in February 2015. This will be delivered on a large scale with DVDs and online from the SESAN (Annex 1.3).

The technical assistance of the Project contributed to strengthening the capacity of SESAN to: i) formulate effective plans in SAN, as the current PPH0 is based on evidence that has been shown to be effective; ii) raise awareness among officials and the Guatemalan population about the issue of child nutrition; iii) coordinate different public actors, from the civil society and from International aid work to join PPH0; iv) have the Inter-Institutional Technical Committee (CTI, Spanish acronym) as a mechanism to monitor the advance of PPH0; and v) train institutions on their joint responsibility in the implementation of the PPH0.

MAGA and MARN strengthened understanding of SAN with strategic plans, operative plans and budgets adjusted to the results of the PPH0 and with strengthened capacities for its updating

The following results were achieved through the technical assistance of the Project in the following areas:

- a. Formulation of the draft of the Strategic Institutional Plan of MAGA, oriented toward the objectives and results of the PPH0 and other sectorial objectives that are within the responsibility of the Ministry.
- b. Formulation of the POA and 2014 budget of MAGA oriented to the results of the PPH0, with evidence of effective strategic products to improve the diversified consumption of food, a fundamental topic to negotiate protected resources for the 2014 budget. In compliance with the methodological management guide for results, approved by MINFIN and SEGEPLAN, the evidences were processed to support: i) the explicative model of the low availability of food in the home and the low-income in rural farming families, which restraints in reaching the results of the PPH0 that are the responsibility of MAGA (Annex 1.4); and ii) the strategic products that contribute to achieving improvement of the caloric protein consumption of rural farming families (Annex 1.5).
- c. Formulation of the PEI of MARN, considering the provisions of the PPH0 to the results. The same has been approved by ministerial decision and is the framework for the creation of the annual operative plans (POAS, Spanish acronym) and budgets.

MAGA and MARN strengthen the capacity for planning in order to incorporate effective programs supporting food and nutritional security on adjusting their plans and budgets to the PPH0 based on the evidence-based products.

⁴ INCOPAS, which integrates representatives from 10 sectors of the civil society, strengthened its understanding of SAN and its abilities to make an impact in SAN together with the organizations that it represents

This achievement was reached through the technical assistance of the Project in the following topics:

- a. Training in SAN with an emphasis on public policies for 26 persons (17 women and 9 men) representing INCOPAS and municipal monitors of SESAN. This activity was conducted in alliance with and with the academic support of the Latin American Faculty of Social Sciences (FLACSO, Spanish acronym) and permitted the participants to strengthen their knowledge of the

⁴Sectors represented in INCOPAS are: indigenous peoples, farmers, business, catholic church, evangelical churches, universities and social research organizations, Unions, NGOs, women’s organizations; and professional associations

integrated focus and the SAN and how to articulate the public policies, plans, and budget and the results of the existing monitoring processes to them (Annex 1.6).

- b. Analysis of the capacity for advocacy of the organizations integrating the 10 sectors making up INCOPAS. This analysis was an important input for the construction of the Advocacy Strategy in SAN (Annex 1.7).
- c. Construction of the Advocacy Strategy of INCOPAS in SAN. This was appropriated and socialized centrally and in the Western Highlands by INCOPAS and permitted them to: i) clarify how to improve information between their base organizations and the sectors represented in the forum; ii) identify the priority topics which they will affect (education, health, agriculture, and water and sanitation); and iii) establish how to jointly affect base organizations - INCOPAS, from the local level to the central level (Annex 1.8).
- d. Design and publication of the SAN policy and the SINASAN law in a popular version. This material was used to train the organizations making up the forum, the majority of whom did not understand the legal framework and the policy of SAN (Annex 1.9).
- e. Joint advocacy work with the base organization ADIC, Casa Feliz, with a pilot experience to develop and validate the methodology to make an impact at the community, municipal, departmental, and central level.

The technical assistance of the Project contributed to the strengthening of the knowledge and capacities of INCOPAS to join forces with their base organizations and establish common agreement on the SAN topics that need to be approved at the community level, and conduct joint work on this basis from the local level up to the central level in order to obtain results.

Organization of indigenous women strengthens capacities to conduct advocacy processes to improve individual services that are necessary to prevent child malnutrition and strengthen SAN in 13 communities of their Western Highlands, as a part of their “Pilot experience of advocacy within the framework of the advocacy strategy of INCOPAS in SAN”

With the support of the Project, the organization ADIC, Casa Feliz, completed the process of strengthening community organization in 13 communities of Quetzaltenango and San Marcos, and monitoring the quality of the public services of health, education, water and sanitation, agriculture, and nutrition and conducted the advocacy process at the municipal, departmental, and central level for their improvement. This process allowed the organization to develop the validated methodology to make an impact and its strengthening in administration and accounting, through the development and application of the corresponding manuals. This experience allowed INCOPAS to contribute to the advocacy at the level of ministerial authorities with base information and constitutes an experience that could be replicated by INCOPAS and other local organizations (Annexes 1.10, 1.11 and 1.12).

Volunteers from USAID, Alianza por la Nutrición, INCOPAS, MAGA, and SESAN strengthen their understanding of effective evidence-based initiatives to improve income, diversify the diet, and reduce chronic malnutrition

The Project, with the purpose of providing evidence on the incremental impacts achieved in the extent to which the initiatives are more integrated, developed the document containing the systemization of the results of seven projects, whose interventions have been the subject of external evaluations. These evaluations found positive impacts of the intervention, in some cases in relation to the increase in income or the diversification in the diet and in others, in the reduction of chronic infant malnutrition. For the analysis, the model adapted by Spring An – Aglee/USAID was used from the discussion document of the

International Food Policy Research Institute (IFPRI): “The agriculture-nutrition disconnect in India, What Do We Know?” This document describes seven routes that connect agriculture with a positive impact in SAN (Annex 1.13).

Alianza por la Nutrición strengthened its capacity to conduct integrated actions at the community level to reduce chronic malnutrition and presented and provided the “Community guide for the prevention of chronic infant malnutrition” and strengthening of the SAN “THE FUTURE IS NOW” to interested parties

Alianza por la Nutrición, with the support of the Project, developed and provided the Guide “The Future is Now” to interested parties to be used free of charge. The material can be found on its website porlanutricion@mejoremosguate.org and on those of some of its member organizations: www.asopuente.org.gt; www.anacafe.org; and National Coffee Foundation (FUNCAFE, Spanish acronym). The purpose of the Guide is to contribute to orienting interested parties in comprehensively addressing actions of the community level on the basis of effective experiences in the fight against chronic malnutrition with the goal of accelerating the achievement of results. The community guide “the future is now” includes: a technical guide; a public guide; a flipchart; and end-of-guide evaluative worksheets for this folder; in addition to a box of tools organized by component and by action, tools that have been shared by the organizations consulted (Annex 1.14). Alianza por la Nutrición has gained from this guide that it is permitted to change from partial and dispersed actions to integrated actions at the community level and has resources to implement it initially in three communities. Technical assistance has been managed in DEVTECH, to establish the baseline in these communities and the monitoring system that will only be used for the three initial communities, but that will complement the methodological guide.

FONTIERRAS institutionalized the methodologies for the development of community diagnostics for SAN and Action Plans at the Community Level, in order to improve SAN in farming communities

This achievement was reached with the technical assistance of the Project in the following topics:

- a. Together with personnel from Land Fund and individuals from the community, the baseline and the diagnostics of SAN were developed in 26 farming communities. The personnel of the fund were trained in the methodology used and the baseline was installed in the platform of the Institution to annually monitor the advances in the indicators encountered (Annex 1.15).
- b. In the same way as in the case of the diagnostic, the “Methodology for the formulation of community plans of action to improve food and nutritional security in farming communities supplied by the Land Fund” was elaborated, validated, and institutionalized with the personnel of FONTIERRAS. On November 4, 2014, the Management Resolution 139-2014 that institutionalizes the methodology was issued. It instructs the Management of Sustainable Farming Communities (DCAS, Spanish acronym) so that this methodology is applied in all farming regions and communities. On November 6, the introductory workshop for the application of the methodology was conducted in the Hotel Princess by the personnel of FONTIERRAS (Annexes 1.16, 1.17, 1.18 and 1.19).

Volunteers from USAID present in the Western Highlands progressed in coordination at the central and departmental level and systemized advances, discoveries, challenges and proposal to improve coordination within the framework of the Western Highlands Integrated Program (WHIP)

The Project contributed to this achievement in the following areas:

- a. At the request of USAID, in conjunction with Save the Children and AGEXPORT, the Project facilitated the subscription by the USAID volunteers present in the Western Highlands to the Letter of Understanding that establishes the coordination mechanism. Furthermore, it facilitated the establishment of the Central Coordination Committee and the four Departmental Coordination Committees (in order of formation 1) Quiché, 2) Huehuetenango, 3) San Marcos, 4) Quetzaltenango, and 5) Totonicapán). (Annexes 1.20, 1.21, 1.22 and 1.23).
- b. With central and departmental input from the volunteers, the Project developed the document that systematizes the advances, findings, challenges, and proposal to improve the coordination of the WHIP. This document serves as input for the workshop organized by USAID, with the support of SPRING, on December 3 and 4, whose purpose was the development of the plan of action to strengthen the WITH (Annex 1.24).

Group of development workers in SAN/Rural Development (DR), coordinated by USAID, with active work to manage proposals that improve the effectiveness of the initiatives of cooperation in SAN and conduct joint advocacy so that these topics can be kept as a priority within the agenda of the future government

- a. At the request of USAID, the Project facilitated the secretary of the Group of Development Workers; in addition it facilitated the systematization of the “Bottlenecks that limit the effectiveness of corporation projects in SAN” with input provided by the development workers. This document was channeled by the group of development workers in SAN to the Development Worker Coordination Group (GCC, Spanish acronym) for them to be recognized by the group of 13 Development Workers (G13) and advocacy strategy is developed so that the next government, on Inauguration in January 2016, assumes: i) the strengthening of the national civil service system, ii) amending the Law on Purchasing and Contracting server processes are agile and transparent, and iii) the programming and implication of the budget is approved.

MINFIN implements the Quality Management System (SGC, Spanish acronym)

This achievement was supported by the Project with resources from the rapid response fund, during a period of 14 months that allowed the following to be performed by a technical assistance team under the coordination of the Food Security Component:

- a. The diagnostic and planning of the SGC;
- b. The documentation of processes, which included the characterization of the processes, the documentation according to the standard, their validation and the construction of the quality policy manual, and procedures according to Standard ISO 9001;
- c. The training and sensitization in topics related to quality to the personnel of the Ministry, linked to the processes; and
- d. In order finally to arrive at the invitation of the improvements in the processes for budget and financial management, and for human resources and information technology, the Quality Management System was made official via Ministerial Agreement 37–2013. Additionally, Governmental Agreement 543 – 2013, the Ministry’s Internal Organic Regulation, is considering the creation of the Office of Institutional Planning and Development with responsibilities in the area of quality management (Annex F).

Officials from MAGA, SESAN and invited parties from academia and research centers strengthened in their understanding of the allocation of the Policy Analysis Matrix (MAP, Spanish acronym)

The Project conducted a workshop from June 18-21, 2012, in which it conveyed the theory and conducted the practical application of MAP.

Component 2: Rural Development

The Rural Development component responds to intermediate result 2: “Environment for agricultural and non-agricultural growth improved.”

Institutional, policy, and regulatory frameworks on sanitary and phytosanitary standards improved and implemented

- a. The redesign and proposal for institutional sustainability of the PIPAA was achieved: PIPAA is the mechanism of MAGA to establish sanitary and phytosanitary standards and standards of harmlessness for agricultural exports, while verifying their compliance. The diagnostic and the purpose of institutional strengthening of the PIPAA was conducted by the Project at the request of MAGA and allows legal certainty in its institutionality, the obtaining and management of necessary financial economic resources, and the stability of technical human resources, and reaffirms a public/private model of conducting the Program that has been shown to be efficient and effective. The proposal for institutional changes to PIPAA that have already been implemented by MAGA, granting certain legal, technical, and strategic certainty to agricultural exports from Guatemala, especially in the exports of small and medium-sized producers that are members of production chains, particularly of vegetables in the FTF region (Annex 2.1).
- b. Successful Experiences of PIPAA in BPAs and BPMs for Systematized Vegetables: With the objective of identifying and promoting the best practices for access to markets in the exporting of vegetables and minimizing the sanitary and phytosanitary risk, a document systematizing successful experiences of PIPAA in the area of BPAs and BPMs was submitted to MAGA. This document was disseminated with Corporation Organisms, users of PIPAA, the Program, and their institutional partners.
- c. Proposal for the creation of the Institute for Harmlessness of Food, Animal, and Vegetable Health: The Project supported the conceptualization of INSAVE, which is a “harmonized vision” of the constituting an organism in application of sanitary and phytosanitary means with public/private governance. The institutional model and the draft law were formally submitted to MAGA and these were submitted to CONAPEX and a series of consultations in a process led by MAGA and AGEXPORT. The proposed law has not yet been presented to Congress.

The sanitary and phytosanitary regulations and those on harmlessness and institutionality which are generated and apply, which are key in the processes of linking to international markets, mainly for plants and vegetables, had deficient series for standardization, harmonization, architecture, and institutional achievement, affecting their promotion and exportation of the commercial treaties and agreements that Guatemala has signed with several countries in the region and in the world. With the support of the Project and the participation of the exporting private sector, MAGA has the concept of very precise instruments to strengthen institutionality, the regulatory frameworks, and their application in addition to their sustainability. This was achieved through the redesign and proposal for institutional sustainability of PIPAA, the systematization of the successful experiences of PIPAA in BPAs and BPMs for vegetables and the Proposal for the creation of the Institute for Harmlessness of Food, Animal, and Vegetable Health (INSAVE, Spanish acronym). The first two are being implemented in MAGA and the draft Law of INSAVE is still in the power of MAGA and has not been presented to Congress for its preparation and approval, despite its importance.

Policies, legislation, and systems for water and irrigation strengthened

- a. Irrigation Policy, at the request of the Deputy Minister for Rural Economic Development (VIDER, Spanish acronym)/MAGA: the Project conducted a diagnostic of the trusteeship of irrigation, drainage and their regulation (DIAPRYD, Spanish acronym); together with FAO, a Diagnostic of Irrigation in Guatemala was developed and as a result of these two analysis, the National Irrigation Policy was developed and was officially promulgated by the GoG in May 2013 (Annex 2.2).
- b. Identification of Financing Sources to implement the Irrigation Policy: The Project accompanied the work of the public-private Inter-Institutional Group that promotes the implementation of the Irrigation Policy. The document containing the status of the trusteeships that are subject to reconversion that may be able to contribute to the financing of the implementation of the irrigation policy was submitted to MAGA (Annex 2.3).

Policies on rural infrastructure improved and implemented

- a. Analysis of the Public Investment Model in Rural Roads: The technical, legal, institutional, economic-financial, and budgetary analysis of the current model for development and maintenance of the rural transport infrastructure (rural roads) was conducted with EIA Center and ICEFI. The studies were submitted to MICIVI, MAGA/VIDER, and the Executive Secretary of the Rural Development Cabinet together with a “Design of the Profile of the Rural Road Program to be conducted by the Ministry of Communications, Infrastructure, and Housing through the management of external financing” that permits the Deputy Ministry of Infrastructure of the MICIVI to present a draft loan for investment in this area to the international development bank. In addition, a “Proposal for the Prioritization of Investments in Rural Roads in the Western Highlands of Guatemala,” developed by IARNA, was submitted (Annexes 2.4, 2.5 and 2.6).

The reason for the intervention in this area is that the “Mellor Model” supposes, among other factors, investments in infrastructure, mainly of rural roads and irrigation; for this reason the Project gave priority to these two topics with the authorities of the GoG, allowing these to have the technical instruments to be able to implement initiatives in both areas.

The public policies, such as that of Irrigation and Bovine Farming (with MAGA), and the Implementation Plans for the PNDRI (with the Integrated Rural Development Cabinet) and that of Rural Roads (with MICIVI), formally and officially approved by the Government, have serious difficulties in their implementation. This is due to the institutional weaknesses in the parties responsible for its implementation or because the financial analysis and design is weakly formulated, or due to a combination of the two. The political strategy with which it was formulated was evident but the political priority for the budgetary assignment for its implementation was not present or is insufficient.

Access to rural financial services improved and expanded

- a. The “Evaluation of the “GUATEINVIERTE” Warranty Funding Model” was submitted to VIDER of MAGA. As a result, MAGA requested the conducting of a seminar/workshop on Credit Guarantee Funds for Small Rural Producers, where the IFIs and the drafts for production chains in the FTF region, discussed and made recommendations for the appropriateness and possibility conditions to reorient or constitute credit guarantee funds for small and medium-sized agricultural producers, which was successful and from which a very useful report for future interventions of this kind was submitted (Annex 2.7).

- b. The Study of the Supply of Financial services for the FTF area, which is an analysis of the conditions of the current supply of Financial Services in the FTF area, was submitted. This study covered geographical areas with the presence of IFIs, volumes of sectoral loan portfolios, destinations of loan portfolios, quality of the portfolio in the area, composition of the portfolio by type of IFI (banks, cooperatives, and NGOs), types of guarantees used, portfolio by credit period, loan portfolio by range of sums, average interest rates of the loan portfolio, etc. (Annex 2.8).
- c. The Study on the Demand for Financial Services for the coffee, vegetable, and potato production chains in the FTF area was also conducted and submitted, which permits the determination of the current coverage and potential demand for credit by these three production chains in the FTF area and their conditions with regard to guarantees, sums, interest rates, volumes, etc. (Annex 2.9).
- d. A characterization of the market of financial services and products for the production chains of coffee, vegetables, and potatoes in the FTF area was also conducted. This study is a supplement to and a comparative analysis of the two studies previously developed by the Project; one on the Supply of Financial Services in the FTF area and another on the Demand, which has allowed the discovery of the breaches, distortions, additions, and challenges of this financial market, with the objective of diminishing the asymmetries of information between the supply and the demand of the market and identifying the barriers to access to these services and the triggers to improving access to financial services of these three production chains that are among the main ones for the FTF area. The study was submitted to MAGA and MINECO with the recommendation of updating and periodically disseminating its content with the producers in the coffee, vegetable, and potato production chains with the IFIs as Saving and Credit Cooperatives, Microcredit NGOs, and Banks (Annex 2.10)
- e. A Fair and Network of Financial Services for three Agricultural Chains related to FTF were held on September 30, 2014 and October 1, 2014. The purpose was for participants, including four banks; two saving and credit cooperatives; three Microcredit NGOs; and 19 representatives of the rural value chains of potatoes, coffee, and vegetables; to find out the supply and demand of financial services, the conditions and requirements, and directly negotiate access to financing for the first time.

Access to Financial Services from a view point of financial inclusion has been a conceptual change for the rural sectors, both for producers and for exporters, and for the providers of services that are members of the Value Chains. The shift has been from the old paradigm of access only to financing (credit) to a concept of integrated financial services that include saving, diversification of services, products, and service channels. This has been well received by the main actors of the financial markets, mainly in the area of the FTF initiative, on receiving information from the Studies on supply and demand. The absence and commitment of the Government is still necessary and the capacities of the producers and marketers, and of the suppliers of financial services, are limited and require mediation and promotion from the State and the impetus to the private actors.

Crosscutting topics of the Rural Development component

- a. Proposal of Bovine Farming Policy: This was formulated in a participative manner, with different actors from the productive and academic sectors, with international organizations, and the GoG. The Bovine Farming Policy was submitted to MAGA (Annex 2.11).
- b. The GoG has the Implementation Plan for the National Policy of Rural Development: The Technical Unit of the Rural Development Cabinet formulated the PPNDRI with the support of the Project, which was approved in the General Cabinet of the Government. Furthermore, the Project

provided accompaniment and consultancy in the implementation and socialization process of the Implementation Plan of the PNDRI (Annex 2.12).

- c. MAGA has updated the Commercial Strategic Information System: The Project delivered to MAGA new software for issuing import permits and generating reports related to the international marketing of products, sub-products, and agricultural inputs. In June 2014, the MAGA Commercial Information Strategy system was presented and socialized with the other Institutions of the Government involved in the one stop-shop window for importing cooperating organizations and with chambers, guilds, and business associations (Annex 2.13).
- d. The following study was conducted: “National Typology of agricultural producers”. The interventions from public policy and programs for the promotion of development need to define, quantify, characterize ex-ante the actors and scale of the interventions of the policies and programs. Through a grant to IARNA, the Project galvanized a study that was presented to different public, private, and academic actors, as an initial provision to achieve greater levels of precision in the definition of the subjects of official programs such as PAFSEC and the Program in Support of Commercial Agriculture of MAGA, in addition to the cooperation programs and private entities promoting supply or value chains. The study also seeks to contribute to the more precise definition of the scale, scope, temporality, and costs of the policies and programs to be implemented (Annex 2.14).
- e. The “Impact of commercial agriculture on women in the Western Highlands of Guatemala” study was also submitted: This study was conducted through IARNA and contributes to the body of information and analysis in the topic of gender and the economy in rural and agricultural areas in particular. This type of information and analysis is important for the processes of impact evaluation of the public and cooperative policies and programs. The document contributes to the generation of evidence on the impact and results achieved with the interventions of the policies and programs, whose information processes and impact analysis are indispensable for the ex-post phases. These results were presented to public, private, and academic actors, evidencing the limitations of the national systems for the collection of information, with regard to being able to provide disaggregated economic data by gender and the difficulty of deducing inclusive policies for gender in the economic environment from these analyses (Annex 2.15).
- f. The Proposed Model of the Exporting Municipality was processed with AGEXPORT: This is an initiative of AGEXPORT that goes from the recognition that there are conditions in each municipal territory to develop distinct types of businesses and that what is necessary is the promotion and facilitation of the convergence of different factors that trigger the local economy. Two successful municipalities were studied in its development, identifying the prevalent characteristics and conditions that were fundamental to their success. Based on these experiences, a proposed theoretical model was formulated, which describes and characterizes the desirable conditions to convert a particular territory into an “exporting municipality.” Subsequently, the theoretical model was validated in three municipalities, where missions were made by businesspeople called upon to identify opportunities and promote businesses in alliance with local organizations (Annex 2.16).
- g. The Strategy for the Support of Production Chains in the FTF area for innovation, marketing, and post-harvest handling of vegetables was submitted. This strategy is a systemization made within the framework of the grant with the SARES Foundation. It focused on three agricultural production chains and the results have been submitted to USAID/Guatemala’s value chain project, AGEXPORT, and MAGA (Annex 2.17).

- h. The Proposal for Alternatives of Legal Personhood that facilitates the business stability and development of the organizations of agricultural producers: The diversity of legal forms that organizations of mainly agricultural producers have taken and can take have a series of legal, fiscal, and governance implications that do not reflect their current dynamic or their needs. The study shows the current situation and proposes alternatives for legislative amendment that would be better adapted to the needs of rural producers. This study was conducted using the grant provided to AGEXPORT (Annex 2.18).

The crosscutting topics have been used by the government and the private sector for research and the formulation of proposals, which should permit the formulation of evidence-based public policies and adjustments to the institutional architectures that guarantee the design and implementation with the best possible technical quality and the economic and financial analysis that guarantees the financial resources for its implementation. With this logic, topics of gender have been covered, defining the subjects of the policies on rural extension, on the territoriality of economic growth, post-harvest techniques tested, and also the strengthening of sectorial strategic information systems. However, without doubting the importance of these provisions and their need, the capacity of the Government for their implementation and sustainability is very weak due to a lack of financial and human resources and a greatly weakened institutionality. Some of these can and should be re-approached by the next government, USAID, and the private initiative (in its widest concept).

Component 3: Support for the Construction of Commercial Capacities

The Support for the Construction of Commercial Capacities component responds to intermediate result 3: “Institutions related to commerce more efficient and transparent, and business climate improved”

The achievements of the Component are the following:

Business and competitiveness climate improved through the improvement of the positioning of Guatemala in the *DOING BUSINESS Report*

On creating the roadmap to improve the position of Guatemala in the World Bank *Doing Business Report*, seven areas were prioritized where it was possible to conduct reforms that would have a rapid impact: 1) starting businesses, 2) construction licenses, 3) protection of investors, 4) payment of taxes, 5) cross-border commerce, 6) compliance with contracts, and 7) insolvency process for companies. The Project supported the development of the roadmap and provided resources to implement actions in three of these areas, obtaining the following achievements:

Streamlining the registration of companies

- a. One stop-shop Trade Registration Window: the One Stop-Shop Trade Registration Window was legally and institutionally designed and as a result the registration of a Cooperation Agreement between SAT, MINECO, and the Trade Register was obtained. At the same time, the delegations of these institutions were brought together in the same physical space.
- b. Online Services of the Trade Register: in addition to the previously designed institutionality, a group of online services was approved that include the process for applications, the tracking and monitoring of processes, and the status of individual companies and associations.
- c. Proposal for the amendment of the Commercial Code: within the framework of the grant with FUNDESA, the amendments to the code were formulated in the area of strengthening the provisions on corporate government in the anonymous associations, in the area of registration of companies and particularly in streamlining the process for registration of constituted associations

abroad and registration aspects regarding these associations. In the same way, the draft of the “Law on Simplified Capital Companies” (Annex 3.1) was formulated.

The country benefitted from having registers in line with the One Stop-Shop Trade Registration Window, as it allowed an improvement in the online registration of companies, which was an indicator that started and sustained the positive movement of the country in the Doing Business ranking. Guatemala has experienced a continual advancement in its position in Doing Business, moving from position 97 to 73 in the ranking between 2012 and 2015. The Project supported this topic and the formulation of a proposal for the amendment of the Commercial Code in the area of strengthening of the provisions on corporate government in the anonymous associations, in the area of registration of companies and streamlining of the registration process for constituted associations abroad. The proposal was submitted to MINECO for its presentation to the Congress of the Republic.

With the intervention of the Project, the draft Law for the Promotion of Investments and Employment (Initiative 4644) and draft Framework Law on the National System for Competitiveness and Productivity (Initiative 4647) were formulated and socialized. Both drafts were submitted to MINECO for its corresponding processing. To date, both initiatives are in the process of analysis and judgment by the Economic Commission of the Congress of the Republic.

Streamlining of Trans-border Commerce

Document of Specifications, Requirements, and Criteria for Accepting of Software (DERCAS, Spanish acronym) of the One Stop-Shop Window for Importing: The Project gave advice, assistance, and supervision to the legal and institutional design of the One stop-shop window for Importing and the DERCAS for the Window was developed with a grant to the Chamber of Industry.

Proposal for an Integrated Policy on External Commerce Approved by CONAPEX

The Project supported the compilation and documentation of the previous efforts creating an external policy on external commerce in order later to support the analysis of the contents and discussion of the proposals with officials from MINECO and CONAPEX. In addition, it supported the publication of the Integrated External Commerce Policy. The proposals generated in this topic emerge from the work conducted in the previous governmental administration to continue with an analysis and socialization process with the institutions involved. Finally, the proposal was presented to CONAPEX, where it was approved. (Annex 3.2)

Approval of the National Competitiveness Agenda

The Project consulted and supported the analysis of the contents, and facilitated and participated in the discussion of these with officials from MINECO and CONAPEX. Subsequently, it also supported the performance of the official event launching and publishing the National Competitiveness Agenda and the 13 Institutional Agendas for each of the ministries and secretaries of the government. The Schedule was approved by CONAPEX on February 9, 2012.

Draft Law for the Promotion of Investments and Employment (Initiative 4644)

During the formulation and preparation phase for the Project, this initiative was known as the new “Free Zone Law.” During the Project intervention, the draft Law for the Promotion of Investments and Employment was formulated and socialized, which was presented to the Congress of the Republic after being submitted to MINECO. In the development process of this Draft Law, two technical documents were generated with the econometric evaluation of its possible geographic impact and the comparison of similar legislation in Latin America. In addition, the Project also supported the formulation of the

regulation to Initiative of Law 4644, the Law for the Promotion of Investments and Employment (Annex 3.3).

Modernization of the Legal Entity of Institutions that Make up the National System for Competitiveness and Productivity

Through the grant to AGEXPORT, the Project developed the draft law (Framework of the National System for Competitiveness and Productivity - Initiative 4647) which orders and institutionalizes the National System for Competitiveness and Productivity with the goal of modernizing the legal status of CONAPEX, CONACOEX, Invest in Guatemala, PACIT, and other related institutions (Annex 3.4).

Design of the Electronic Signature for the Management of Services to Commerce and Investment of the Ministry of Economy

The Project work in the design and implementation of the electronic signature of the Management of Services to Commerce and Investment, with the goal to be able to implement the new legislation and institutionality contained in the Initiative to Law 4644. At the request of MINECO, this product replaced the predicted products such as Diagnosis of the National Quality System and that of Exploitation of Public-Private Alliances (Annex 3.5).

With the intervention of the Project, the Draft Law for the Promotion of Investments and Employment (Initiative 4644) and Draft Framework Law on the National System for Competitiveness and Productivity (Initiative 4647) were formulated and socialized. Both drafts were submitted to MINECO for their corresponding processing. To date, both initiatives are in the process of analysis and judgment by the Economic Commission of the Congress of the Republic.

ONSEC Strengthened with a Plan of Action to Modernize the Civil Service in Guatemala

As part of the products of the grant program to FUNDESA, and in conjunction with ONSEC, a proposal for the modernization of the Civil Service in Guatemala was designed and socialized with a focus on systems (Annex 3.6).

The Action Plan for the modernization of the Civil Service in Guatemala was delivered to the National Office of Civil Service (ONSEC, Spanish acronym). ONSEC is in the process of identifying and prioritizing the ministries in which the modernization system will be applied.

Efforts to Achieve Compliance with the Commitments in the DR-CAFTA Supported

The Project contributed to the following activities:

Definition of Institutional Responsibilities for the Administration of DR-CAFTA and its Instruments

The Project developed a document signaling and delineating the institutional responsibilities in the area of administration of the DR-CAFTA, and furthermore proposes the legal instruments that this administration mandates and regulates (Annex 3.7).

Proposal for the Establishment of a DR-CAFTA Information System

The Project designed a system for the transfer and knowledge of information about its own procedures and regulations of DR-CAFTA to the public and private sectors, with specific attention to administrators and users.

Diagnosis of Efficiency of the Operations of Importation and Exportation

The Project formulated a Diagnosis of the efficiency of the port operations, particularly for the productive chains of vegetables and coffee, as well as provisions for the food and agriculture industry (Appendix 3.8).

Strengthening of Customs Agents through Training in Trade Facilitation

In order to improve the ability of the customs personnel over the practical application of the agreements of DR-CAFTA, the Project carried out a campaign of five training events in which a total of 113 SAT civil servants participated, in which procedural matters were taught about administration and facilitation of trade (Appendix 3.9).

In order to improve the administration of DR-CAFTA, the Project prepared a document that demarcates the institutional responsibilities when it comes to their administration and proposed a series of legal instruments that regulate that administration. This document was turned in to the Department of Administration of Foreign Trade (DACE, Spanish acronym) of MINECO to be able to monitor the compliance of the country's agreements in the DR-CAFTA. Additionally, SAT civil servants and customs personnel were taught about the practical application of the DR-CAFTA agreements in order to improve the administration of foreign trade and achieve a better use of DR-CAFTA.

Component 4: Environment

The Environment component responds to the intermediate result 4: "Ability to comply with the requirements and challenges related to increased global climate change"

In the Environment Component, the following accomplishments were highlighted:

Systemization of PSA Experiences

In order to promote comprehensive management models of natural resources, the Project identified 35 experiences of PSA in Guatemala and systematized three of them. These experiences were presented at the AGEXPORT in a forum to their associates, representatives of the private sector, NGOs, and GOs (Appendix 4.1).

Municipalities in the west of the country strengthened for development of PSA mechanisms in their territories

The Project taught 66 representatives from 13 municipalities located in the west of the country in order to strengthen their knowledge and abilities to develop mechanisms of PSA in their territories. With the technical, legal, and political advice of the Project, eight of the thirteen municipalities made commitments and formalized the "Declaration of Municipal Commitments to Implement Mechanisms of Payment for Environmental Services in the Territory of MANCUERNA."

Implementation of Two Pilot Projects to Contribute to the Implementation of the Mechanism of PSA in the Municipalities of Tacaná and San Pablo, Department of San Marcos

Through a grant from the Project, the Municipalities of San Pablo and Tacaná and their local associations “AFOGESHIP (Participative Water Management Fund Association),” strengthened their municipal environmental participative management and the application of the environmental legislation linked with the management of the hydrological resource through the actions of diffusion and sensitization (Appendix 4.2).

Institutionalization of the Committee of Cleaner Production by Ministerial Agreement

As a result of the actions of the Project, Guatemala has a Committee of Cleaner Production made up of representatives from the public sector: MARN, MINECO, MSPAS, and MAGA; and the private sector: Chamber of Industry, CACIF, AGEXPORT, Universidad de San Carlos de Guatemala (USAC), and the NGO Center of Cleaner Production (CPML, Spanish acronym). The Project provided technical assistance and legal advice to MARN for the formalization of the Ministerial Agreement and the functioning of the Committee (Appendix 4.3).

Productive Value Chains with Knowledge of Cleaner Production

The Project taught 57 public servants, business owners, and key actors of the productive chain and participants in the agricultural sector with knowledge of cleaner production and good agricultural practices to be implemented in the Value Chains (Appendix 4.4).

Study of Financial and Non-Financial Incentives of Cleaner Production

Through a grant from the Project to the Center of Cleaner Production, a study of financial and non-financial incentives of cleaner production in the agricultural sector was developed and a strategy for its implementation was prepared (Appendix 4.5).

During the period of the grant to the Center of Cleaner Production (CPML, Spanish acronym), the Project developed a bill of incentives of Cleaner Production, which was delivered to MARN through the Committee of Cleaner Production

Analysis of the Pertinence of the Restricted List to Categorize the Environmental Impact of Activities, Works, Projects, or Industries

With the support of the Project, an analysis was developed about the pertinence of the Restricted List to categorize the environmental impact of activities, works, projects, or industries. The report delivered to MARN concludes that the restricted list is an instrument that provides the information for the proposer of a project to consider environmental impacts, but it is not the appropriate instrument for MARN to determine the categories of environmental impact, so that it recommends the elaboration of environmental guides for activities of high and medium impact among the other things that are recommended (Appendix 4.6).

The report was delivered to MARN for their approval.

Training of Delegates of MINECO in Theoretical and Practical Aspects of Evaluation of Environmental Impact

The Project trained 30 delegates of MINECO so that they could transfer the information to the medium sized and small companies that they advise.

Strengthening of the Abilities of the Forums Linked to the Application of Legislation and Environmental Justice

The Project contributed to: the strengthening of the abilities of the requests linked with the application of legislation and environmental justice, as well as the fight against impunity in the country, for the compliance of the agreements established in the DR-CAFTA with regard to the compliance of environmental legislation through the training of 120 law professionals in environmental legislation and climate change, as well as 30 Trial Judges in the west of the country (with jurisdiction in Quetzaltenango, Totonicapán, Sololá, Huehuetenango, Retalhuleu, and Mazatenango) and 34 Prosecutors of the Attorney General's Office of four departments of Guatemala (Guatemala, Petén, Alta Verapaz, and Izabal) in the area of environmental sentences and criminal environmental prosecution (Appendix 4.7).

Public Servants of the Central and Municipal Government Trained in Territorial Legislation

The Project supported MARN and MAGA in the development of a guide for the incorporation of the variable of climate change into the territorial and legislative plans at the municipal level and trained 52 representatives of government institutions, 32 of which were municipal public servants, in basic aspects of territorial legislation and its application at the municipal level. Additionally, 46 representatives of public entities of the central government (MARN, MAGA, SEGEPLAN, INFORM, and ANAM) were trained by the Project to know the process of territorial planning (Appendixes 4.8 and 4.9).

Capacity for Political Advocacy in Climate Change Improved

The capacity for political advocacy in climate change improved through the development of two discussions about the initiative of the Framework Law to Regulate the Reduction of Vulnerability, the Obligatory Adaptation to the Effects of Climate Change, and the Mitigation of Greenhouse Gases. The first of these activities was with the Departmental Committee of Climate Change of Huehuetenango and the second was with the Association of Lawyers and Notaries.

Public and Private Improved Abilities for Adaptation to Climate Change and Reduction of Vulnerability

By means of the program grant to IARNA, the Project developed a package of studies and proposals for the improvement of public and private abilities for adaptation to climate change in the areas of: 1) Manual for the planning, design, construction, and maintenance of rural roads with a focus on management and adaptation to variability and to climate change (Appendix 4.10); 2) Study that identifies and justifies strategic investments for adaptation to climate change related to water (Appendix 4.11); 3) Study that identifies water management practices for adaptation to climate change (Appendix 4.12); and 4) Practices of adaptation of agriculture to climate change that are already being adopted by small farmers of the western high plateau of Guatemala (Appendix 4.13).

These studies were delivered to the Department of Climate Change of MARN and to MICIVI respectively for their knowledge and implementation.

The Project also supported the Green Council of Sustainable Construction (integrated by the Architecture faculties of the Universidad Rafael Landívar (URL), Universidad Mariano Gálvez (UMG), and USAC in the design of a certification program for the Sustainable Construction considering climate change). Likewise, the course content of the Master's of Evaluation, Control, and Environmental Monitoring from UMG was updated to introduce the variation of climate change (Appendix 4.14). Finally, the Project supported MARN and the National Environmental Training and Research Network (REDFIA, Spanish acronym) in the identification of the needs of incorporation of climate change in the curriculum of centers of higher education (Appendix 4.15).

Cross Cutting Activities

Grant Funds

The allocation for the Grants program during the life of the project was US\$1,000,000 divided in the following manner: US\$775,000 for the base period of the Project (August, 2 2011 to August, 1 2013) and US\$225,000 during the option period (August, 2 2013 to February, 27 2015).

A total of thirteen grant agreements were awarded for a total of US\$958,459.10 equivalent to 95.85% distributed in the following manner: in the base period nine grant agreements were awarded for a total of US\$759,373.26 and in the option period four grant agreements were awarded for a grand total of US\$199,085.84.

Within the expenses of the grants program, the purchase and donation of goods of two computers and two projectors was also included to contribute to four recipients in the achievement of the proposed objectives in the grant agreement and those of their organization. The beneficiary organizations were Fund for Participatory Water Management Association (AFOGESHIP, Spanish acronym) Tacaná, AFOGESHIP San Pablo, Guatemalan Center for Cleaner Production, and ADIC Casa Feliz.

The grants program is a mechanism of implementation of support to the scope of the results of the Project for the following components: Component 1: Food Security; Component 2: Rural Development; Component 3: Support for the Construction of Commercial Capacities, and Component 4: Environment. Some results included in the Annual Operational Plan for the different components were reached through the grants program.

The following is a summary of the objectives and main products obtained through the grant agreements signed with academic organizations, local NGOs, foundations, and associations.

Total Grant Funds	US\$1,000,000
Number of Grant Agreements Awarded to Date:	13
Total Obligated Funds:	US\$958,459.10 (Equivalent to 95.8% of the grand total of grant funds)
Total Matching Funds:	US\$117,813.87 (equivalent to 12.29% of the total of obligated funds)

Grant Agreements signed during the Base Period (August, 2 2011 – August, 1 2013)

1. EIA Center

Component 2: Rural Development

Total Grant Settlement: US\$22,400 (Q174,720)

Matching Contribution: US\$1,120 (Q8,736)

Objective: The objective of the grant was to have a study that documents the model that Guatemala has for the execution of rural road infrastructure (IRV, Spanish acronym) from a legal, institutional, and technical viewpoint, and allow the determination of whether this model has been successful in increasing, maintaining, and improving this infrastructure in support of economic growth and rural development of the country. This study allowed the establishment of the state of the situation of public management of the rural path infrastructure, an important contribution to be able to subsequently promote the development of a policy in this field.

Scope:

- To characterize and explain the current model of public management of the rural path infrastructure (IRV, Spanish acronym), with regards to the legal, technical, and institutional aspects
- To analyze the implications of this model for economic development and rural competitiveness; the scope of the social policies, the efficiency, quality, and transparency of the public investment; and the legitimacy of the responsible institutions
- To propose the corresponding changes to ensure that management of the public infrastructure responds to the policies of development, and is based in standards of quality, equity, and transparency of investments.

Products: A study that succeeded in documenting the model that Guatemala has for the execution of the rural path infrastructure (IRV, Spanish acronym), from a legal, institutional, and technical viewpoint

Results/Impact: The study was formally delivered to the Department of Roads of MICIVI, which allows them to revise and update the technical, legal, and institutional processes for the development and maintenance of rural roads. The MICIVI became engaged in the creation of the sub-department of Rural Roads and implementation of the suggested technical and legal agreements; up to this time this has not occurred.

2. ICEFI

Component 2: Rural Development

Total Grant Settlement: US\$20,000 (Q156,005)

Matching Contribution: US\$1,529.13 (Q11,927.20)

Objective: The objective of the grant was to have a study that documents the effectiveness, efficiency, and transparency of the model that Guatemala has for the execution of rural path infrastructure (IRV, Spanish acronym) and allow the determination of whether this model has been successful in increasing, maintaining, and improving this infrastructure in support of economic growth and rural development of the country.

Scope:

- To analyze and explain the current model of public management of the rural path infrastructure (IRV, Spanish acronym), with regard to the economic-financial and budgetary aspects

- To analyze the implications of this model for economic development and rural competitiveness; the scope of the social policies; the efficiency, quality, and transparency of the public investment; and the legitimacy of the responsible institutions
- To propose the corresponding changes to ensure that management of the public infrastructure responds to the policies of development, and is based in standards of quality, equity, and transparency of investments

Products: A study that managed to document the effectiveness, efficiency, and transparency of the model that Guatemala has for the execution of rural path infrastructure (IRV, Spanish acronym) and allowed the determination of whether said model was successful in increasing, maintaining, and improving this infrastructure, in support of economic growth and rural development of the country.

Results/Impact: The study was formally delivered to the Department of Roads of MICIVI and complements the technical, institutional, and legal analysis done by EIA Center.

3. AGEXPORT

Component 2: Rural Development and Component 3: Support for the Construction of Commercial Capacities

Total Grant Settlement: US\$247,519.08 (Q1,945,500)

Matching Contribution: US\$23,027.98 (Q181,000)

Overall Objective: To contribute to the formulation, presentation, discussion, and information of proposals of policies, procedures, and regulations, with an emphasis on the improvement of competitiveness, commercial capacities, and the generation of employment in the rural area in the agricultural and non-agricultural sectors; all this, within the framework of the Government's priorities, the objectives of the Project PRS (Components 2 and 3), and the Initiative Feed the Future. Specific objectives include:

- To have a model of municipal economic development, source of employment and income for local families, based on their productive potential, determined by their comparative advantages
- To formulate and present a proposal for strengthening the Institutions charged with the execution of the Integrated Policy of Foreign Trade, Competitiveness, and Investments, as well as the National Agenda of Competitiveness (CONAPEX, PRONACOM, INVEST IN GUATEMALA, PACIT)
- To contribute to the efforts of awareness, information, and support to public and private decision-makers to promote the policies and regulations to improve the climate of businesses and the generation of employment in Guatemala, in the context of the objectives of the Policy Regulatory Support for Economic Growth Project

Activity 1: Exporting municipality, income generating model, and employment in the interior of the country

Objective: To have a model of municipal economic development, source of employment and income for local families, based on their productive potential, determined by their comparative advantages.

This initiative will allow the identification and transfer of good practices of territorial development of successful municipalities to others that are not as successful. This will be useful for the five departments

that make up the prioritized territory in Feed the Future. The validation of the model will contribute to the identification of opportunities of productive projects and institutional alliances in the three municipalities that were finally chosen, one of which will have to be one of the 30 priority municipalities for USAID. Additionally, the results will be at the disposal of the project of Value Chains for its use in the 30 mentioned municipalities, in the proceeding measures. Specific objectives include:

- To systematize the experiences of at least two municipalities whose development indicators distinguish them from other municipal territories
- To design a municipal economic model, replicable to other municipal territories
- To validate the model, putting it in practice in at least three municipalities, with at least one of these in the area of Feed the Future
- To promote strategic alliances in the territory to make the most of the synergies among different actors in the three municipalities that are attended to

Products:

- Technical document that contains the study and the systemization of the two municipalities that have been studied
- Technical document that contains the proposal of the Theoretical Model of the Exporting Municipality
- Model of the Exporting Municipality validated in three selected municipalities.

Activity II: Proposal for the strengthening of the institutionalism charged with the improvement of the competitiveness and the climate of business in Guatemala

Objective: To formulate and present a proposal of strengthening of the institutions charged with the execution of the Integrated Policy of Foreign Trade, Competitiveness, and Investments, as well as the National Agenda of Competitiveness (CONAPEX, PRONACOM, INVEST IN GUATEMALA, PACIT). Specific objectives include:

- To support in the work of communication and information about the necessity to formulate a proposal to strengthen the institutions charged with promoting the competitiveness, investments, and employment
- To support the raising of technical arguments that contribute to the discussion and consensus (constitution, legal entity, functions, funding diagrams)
- To have a proposal to present to CONAPEX

Products:

- Institutional model(s) that describes the figure, legal nature, and financing diagram of the proposal to strengthen the institutional operation charged with executing the Integrated Policy of Foreign Trade, Competitiveness, and Investments, as well as National Agenda of Competitiveness (CONAPEX, PRONACOM, INVEST IN GUATEMALA, PACIT)
- Proposal of legal text that contains the institutional diagram, presented to the National Council for the Promotion of Exports (CONAPEX, Spanish acronym)

Activity III: Strategy of awareness, information and support to public and private decision-makers to contribute to policies favorable to competitiveness and the generation of employment in Guatemala

Objective: To contribute to the efforts of awareness, information, and support to public and private decision-makers to promote the policies and regulations to improve the climate of businesses and the generation of employment in Guatemala, in the context of the objectives of the Project. Specific objectives include:

- To publish and promote the competitiveness of small producers in rural area, as the basis for a model of growth, food security, and generation of employment in Guatemala
- To report to public and private decision-makers about the need to support policy measures oriented at improving the access to irrigation, rural roads, and financial services for small and medium rural producers
- To establish a mechanism of coordination and work along with key actors of the Executive Agency and Legislative Agency to contribute to a framework of policies and regulations favorable to competitiveness and improve the climate of business
- To develop and execute an effort of strategic communication, with the purpose of raising awareness and winning support of key public and private actors to fortify the changes that are proposed within the framework of the Project
- To report on the policies and regulations proposed on matters such as climate of business, competitiveness, merchandise, rural development, and others in the scope of work of the Project
- To supply tools that support the messages of the spokespersons charged with informing and communicating with public and private decision-makers

Products:

- Report from public and private decision-makers addressing and informed about the necessity to inspire policies and regulations to improve the competitiveness, business climate, and generation of employment
- Position papers, report of field visits carried out with public and private decision-makers, study of measurement of the employment generated by exporting activity, and results of the study about the impacts of merchandise of competitive agriculture of small farmers
- Report on the results of the training workshop to strengthen abilities of communication of the spokespersons and public and private decision-makers

Overall Results/Impact: The Competitiveness Agenda was delivered to the Vice Secretary of Foreign Trade of MINECO approved by CONAPEX, who is implementing it together with AGEXPORT.

The Systematization of the Model of the Exporting Municipality was officially delivered to MINECO to the Vice Secretary of Foreign Trade who in coordination with AGEXPORT committed to promote it in the area of influence of the FTF initiative, pending initiatives implemented to date.

4. URL/IARNA

Component 2: Rural Development and Component 4: Environment

Total Grant Settlement: US\$132,499.66 (Q1,034,822.35)

Matching Contribution: US\$28,079.22 (Q219,298.75)

Component 2: Rural Development

The activities of the Project for this component aimed to: (i) promote the continuity and capitalization of the efforts made during the outgoing administration and the previous governments; (ii) facilitate the generation of studies and analyses that will nurture the proposals of policies, institutions, laws, and driving regulations; (iii) support the actors to develop the packages of reforms that should materialize during the second year; and finally (iv) generate the public-private alliances and the key social supports to fortify the changes of policies that are proposed.

Objectives:

1. To generate studies and analyses that foster proposals of policies and/or regulations in irrigation, environmental services, potable water, and agriculture for the Western Highlands

Specific activities:

- To execute a study with their respective field and cabinet phases, that identifies the limitations on the subject of water facing the competitive agriculture of small farmers in the Western Highlands to be able to develop and recommend a combination of measures to take within the water “sector” to facilitate this type of agriculture
 - To identify at field level and analyze cases of good practices of integrated management of water, irrigation, and provision of services of potable water in the Western Highlands, as well as the necessity of regulatory, legal, or policy reforms so that these cases can be replicated, developed and/or sustained over time
2. To promote the implementation of the proposal of investment in rural roads MICIVI-IARNA-SEGEPLAN 2007 to the new authorities

Specific activities:

- To identify the public goal and the approach strategy
 - To elaborate the presentation of the existing study about priorities of investment in rural roads for the Western Highlands, with strategic and adequate messages to the selected territory and/or public
 - To program and develop the presentations or “sale” of the proposal
3. To conduct a rigorous analysis about the impacts of merchandise in the generation of employment of the Mellor Model

Specific activities:

- To develop a study with its respective field and cabinet phases and to identify and estimate the economic impacts that competitive agriculture of small farmers has on the women in the Western Highlands
- To develop the method employed, the results, the conclusions, and recommendations of the study in a final report

4. To report and create awareness in decision-makers about the measures to take to improve water management and to increase the economic benefits of competitive agriculture of small farmers for women

Specific activities:

- To carry out two seminars to raise awareness in authorities of the Executive, Legislative, municipal governments and key actors of social, academic, and private sector organizations about the legal, regulatory, and policy reforms, that are necessary to replicate, develop, and give sustainability to the good practices of water management that were identified previously in the study of successful cases
- To carry out two seminars to raise awareness in authorities of the Executive, Legislative, municipal governments and key actors of social, academic, and private sector organizations about the measures to take to increase the economic benefits of competitive agriculture for rural women (nationalization of the study)

Products:

- Study that identifies and justifies strategic investments in water for the PLANOCC zone
- Memorandum of policy that identifies and justifies strategic investments in water for the PLANOCC zone (summary of the study appropriate for decision-makers)
- A report of the case studies about good water management (integrated management, use of water for irrigation, and provision of potable water services) in the region of the Western Highlands, which characterize and analyze these cases, identify the actors and the motivations that have made them possible, and explain the conditions for its replication
- High-level public and private decision-makers and other key actors know the proposal of investment in rural roads in support of the competitive agriculture in the Western Highlands; Agenda of the seminars/workshops carried out and the support material used
- Written study that rigorously shows the economic impacts that competitive agriculture of small farmers is having on women in the Western Highlands
- Authorities of the Executive Branch, Legislative Branch, municipal governments, and key actors sensitized to the legal, regulatory, and policy reforms that are necessary to replicate, develop, and make sustainable the good practices of water management
- Authorities of the Executive Branch, Legislative Branch, municipal governments, and key actors sensitized to the measures to take to increase the economic benefits of competitive agriculture for rural women

Results/Impact: The study, “National typology of agricultural producers”, responds to the need to define, quantify, and characterize ex-ante the actors and the scale of the interventions of policies and programs. IARNA and the Project presented a study to diverse public, private, and academic actors as an initial contribution to achieve greater levels of precision in the definition of the subjects of the official interventions like the PAFFEC and the Program of Support to the Commercial Agriculture of MAGA, as well as with programs of cooperation and private entities promoting productive chains or value chains. The study also aimed to contribute to define with greater precision the scale, scope, transient nature, and costs of the policies and programs that are proposed to be implemented. None of the described entities has implemented the criteria proposed by the study in their monitoring and evaluation.

The following study was delivered to MAGA by the Deputy Ministry of Rural Economic Development (VDER, Spanish acronym), “Impact of commercial agriculture on the women of the Western Highlands of Guatemala.” The study, carried out by IARNA, is a contribution to the generation of information and analysis in the subject of gender and economy in the rural and particularly agricultural areas. The results were presented to public, private, and academic actors putting in evidence the limitations of the national systems of information collection when it comes to the ability to provide disaggregated economic data by merchandise and the difficulty of deducing from those limited analyses of impact, policies, including merchandise in the economic area. The INE as well as MINECO, MAGA, and UN/Women are developing instruments to gather disaggregated data by merchandise both in national surveys and in an eventual and necessary National Census.

Component 4: Environment

This component will focus on transversely incorporating the theme of adaptation to climate change within the results of the Rural Development component that will be developed in the framework of this grant.

Objectives: To incorporate the perspectives, objectives, and practices of adaptation to climate change within the results to reach the Rural Development component of this grant

Specific activities:

- To develop the conceptual framework that will guide the studies and other activities of this component
- To coordinate conceptual, methodological, and operative aspects with the team that will implement the results of the Rural Development component of this grant
- To carry out the indicated studies in their field and cabinet phases
- To present the drafts of studies and other results to the coordinator of the Grant within the Project
- To incorporate the recommendations made for the Project to elaborate the final versions of the study and presentations
- To design, program, and execute the work meetings, workshops, and other dissemination and information activities for decision-makers at the national and territorial levels
- To prepare the required progress reports and final reports

Products:

- A study that identifies and justifies strategic investments for adaptation to climate change related to water, in the Western Highlands
- A study that identifies good practices of water management for adaptation to climate change that are already being applied and should be replicated
- A document that establishes the good practices, standards, and/or norms of design, construction, and maintenance of rural roads that contributes to the adaptation of this infrastructure to climate change

- A study that identifies adaptation practices of agriculture to climate change that are already being adopted by small farmers; this document should define and be an integral part of the results and products of Objective No. 3 of the Rural Development component of this grant
- Agendas, memory aids, and participation lists of work meetings, workshops, seminars, etc. conducted to raise awareness in public and private decision-makers about the legal, regulatory, and/or policy reforms necessary to facilitate and promote the adoption of practices of adaptation to climate change related to the management of water
- Agendas, memory aids, and participation lists of work meetings, workshops, seminars, etc. conducted to raise awareness in public and private decision-makers about the practices of adaptation of agriculture to climate change that are already being adopted by small farmers, and the measures to take in order to facilitate and promote their adaptation at the national level where it is required

Results/Impact: The manual for planning, design, construction, and maintenance of rural roads with a focus on management and adaptation to the variability and climate change and the study that identifies and justifies strategic investments for adaptation to climate change related to water were delivered to the General Management of Climate Change, Ministry of Environment and Natural Resources (MARN, Spanish acronym).

5. FUNDESA

Component 3: Support for the Construction of Commercial Capacities

Total Grant Settlement: US\$197,080 (Q1,537,224)

Matching Contribution: US\$26,520.51 (Q206,860)

Activity I: Initiative to reform the Commercial Code and recommendations for its implementation

Objective: To develop a project of law with reforms to the Commercial Code in order to improve the climate of business and competitiveness

Products:

- Diagnostic that identifies the areas of the Commercial Code that deserve to be reformed to improve the climate of business in Guatemala
- “Bill of Reforms to the Commercial Code of Guatemala” and exhibition of motives of the reforms to the Commercial Code
- Report on the process of nationalization with groups of public opinion, interest groups, academia, private sector, government, members of Congress, especially the Commission of Economy and International Trade of Congress
- Final draft of the Bill with the reforms to the Commercial Code that incorporates changes/comments provided by the different groups that attended the events of nationalization

Activity II: Services in line with the registration of legal persons and individuals before the Commercial Registry

Objective: To strengthen the abilities of the Commercial Registry of Guatemala to provide services for the registration of individuals and legal persons online, taking advantage of the software and service given by UNCTAD (Spanish acronym)

Products:

- Report of the publication of three online inquiries of the Commercial Registry
- Application for certifications to the Commercial Registry online
- Report of the integration of the UNCTAD (Spanish acronym) server and with the Commercial Registry
- Report of the integration of the UNCTAD (Spanish acronym) server with other branches of government and online payment

Activity III: Civil Service

Objective: To deliver an Action Plan for the design of a new strategy to improve the abilities within the National Office of Civil Service in Guatemala (ONSEC, Spanish acronym)

Products:

- Action Plan to support the modernization of the Civil Service in Guatemala
- ONSEC (Spanish acronym) Progress Report on the subject of modernization of the management of human resources in the Guatemalan public sector
- Report on the realization of training events to a group of specialists in human resources on the subject of Public Management and Civil Service

Overall Results/Impact: The initiative to reform the Commercial Code and recommendations for its implementation was delivered to the Ministry of Economy (MINECO, Spanish acronym) who should present it to the Congress of the Republic of Guatemala.

Services in line with the registration of legal persons and individuals before the Commercial Registry were delivered to MINECO (Spanish acronym) and have been implemented since December 2012. Having an online service for the registration of legal persons allowed a positive movement of the country in the Doing Business ranking.

The Action Plan for the modernization of the Civil Service in Guatemala was delivered to the National Office of Civil Service (ONSEC, Spanish acronym). ONSEC is in the process of identifying and prioritizing the ministries in which the modernization system will be applied.

6. Chamber of Industry of Guatemala

Component 3: Support for the Construction of Commercial Capacities

Total Grant Settlement: US\$86,980 (Q678,444)

Matching Contribution: US\$4,349 (Q33,922.20)

Objective: To model the specifications of the requirements and criteria of the software and design of the processes of operation of the one stop-shop window for importing, specific objectives include:

- To describe the processes that the importing companies should comply with in order to register in the different institutions related to the process of importation and traffic
- To describe the processes of request and issuance of documents that support the compliance of non-tax requirements and any documentation related to the importation and traffic
- To diagram the processes of registration, request, and issuance of documents that supports the compliance of non-tax requirements for the importation and traffic
- To prepare a DERCAS (Spanish acronym) – Document of Specification of Requirements and Criteria of Software Approval

Activities:

- Summary and analysis of information
- Design of the proposal
- Validation of the proposed model
- Final report with proposal of the model validated

Products:

- Document that includes the definition of actions and schedule for development of each of the ten identified public-private institutions related with the process of importation; this document should include the detailed description of the processes that each institution conducts and include the flow diagrams and process diagrams that graphically show the process of each institution
- Final report of the Document of Specification of Requirements and Criteria of Software Approval - DERCAS (Spanish acronym)

Results/Impact: In April of 2013, in a public presentation, the official delivery of DERCAS to the Vice Secretary Claudia de Del Águila, MINECO, was carried out, together with authorities of the Chamber of Industry and the Guatemalan Association of Exporters (AGEXPORT, Spanish acronym). The DERCAS is the first step for the creation of the one stop-shop window for importing. MINECO will search for other sources of financing in order to implement and purchase the software and hardware.

7. Guatemalan Center of Cleaner Production (CGP+L, Spanish acronym)

Component 4: Environment

Total Grant Settlement: US\$12,997.08 (Q101,377.19)

Matching Contribution: US\$716.12 (Q5,585.76)

Objective: To promote the adoption of incentives for cleaner production and better agricultural practices throughout value chains, specific objectives include:

- To identify the financial and non-financial incentives for cleaner production applicable in the agricultural sector of Guatemala

- To prepare a proposal of guidelines for the design and implementation of financial and non-financial incentives for cleaner production throughout value chains in the agricultural sector
- To train at least 40 people from different organizations and institutions that will benefit from the project
- Development of the study that includes:
 - Preparing a preliminary report identifying financial and non-financial incentives for cleaner production throughout the value chains in the agricultural sector, revising the existing information, and conducting a consultation workshop on the report with the Coordinating Committee for Cleaner Production and documenting the results of the workshop with the involved institutions
 - Preparing a proposal on guidelines for the design and implementation of financial and non-financial incentives for cleaner production throughout the value chains in the agricultural sector
 - Conducting a consultation workshop to discuss the strategy elaborated above
 - Preparing and conducting a presentation of the final results in PowerPoint format for the members of the Coordinating Committee for Cleaner Production
 - Preparing the final report containing the described results
 - Designing and conducting a training workshop on cleaner production (P+L, Spanish acronym) that includes the participation of the members of the Chamber of Commerce/Industry, the Ministry of Economy, and AGEXPORT (Spanish acronym) and that comprises at least 40 participants

Products:

- Final Report identifying financial and non-financial incentives of cleaner production and better agricultural practices throughout the value chains that includes a proposal on guidelines for implementation of financial and non-financial incentives for cleaner production throughout the value chains in the agricultural sector
- Document the results of the workshop, as indicated above, including list of participants and photographs of the event

Results/Impact: The strategy of financial and non-financial incentives for cleaner production was delivered to MARN (Spanish acronym) via the Committee of Cleaner Production, which was formalized by means of ministerial agreement as a result of the actions of the Project. Additionally, public servants from MINECO received training on cleaner production in order to strengthen their capacity.

8. AFOGESHIP (Spanish acronym), Water for the Future (Tacaná, Spanish acronym)

Component 4: Environment

Total Grant Settlement: US\$19,948.72 (Q155,600)

Matching Contribution: US\$1,230.77 (Q9,600)

Objective: To contribute to the implementation of the mechanism of payment of hydrological environmental service; developed in the Municipality of Tacaná, San Marcos; through the actions of diffusion and raising awareness about: a) the importance of payment for environmental services, b) the importance of municipal regulation of Water and the conservation of hydrological resources, and c) the functions of the Municipal Office of Water and AFOGESHIP (Spanish acronym)

Activities:

- To design and implement a local radio campaign to: a) disseminate the concept of payment for environmental services; b) for the nationalization of norms for the Administration, Operation and Maintenance of the Municipal Service of Potable Water; and c) to publish the functions of the Municipal Office of Water and Sanitation and AFOGESHIP (Spanish acronym)
- Design and implementation of a website for AFOGESHIP (Spanish acronym) and internet service for a year
- Conducting a minimum of two (2) dissemination events about the importance of hydrological resources; payment for environmental services; and Regulations for the Administration, Operation, and maintenance of the Municipal Service of Potable Water and the Municipal Office of Water and Sanitation (OMAS, Spanish acronym) to strategic organized groups of residents of the Municipality of Tacaná, San Marcos; as part of the dissemination, materials will be made such as pamphlets, brochures, and posters that explain the importance of the PSA (Spanish acronym) simply and graphically, as well as the Regulations for the Administration, Operation, and Maintenance of the Service of Potable Water, materials that will be distributed in the events of dissemination and among the strategic groups that are considered
- Preparing and proposing to the Municipality of Tacaná, San Marcos, a strategy to implement the PSA with the participation of OMAS and AFOGESHIP, and identify its attributions and responsibilities in the management of funds and the implementation of the mechanism of PSA
- Proposing a Manual of Accounting and Administrative Procedures for AFOGESHIP
- Preparing and conducting a presentation of the previous results in PowerPoint for the members of the Municipal Council of the Municipality of Tacaná, San Marcos
- Preparing the final report containing the previously described activities

Products:

- Designing a media campaign (radio, television, and printed materials) to publicize the concept of payment for environmental services and conservation of the hydrological resource
- Report on the design and implementation of the website of AFOGESHIP (Spanish acronym) Water for the Future
- Report of the activities of dissemination and raising awareness to publish the concept of Payment for Environmental Services (PSA, Spanish acronym)
- Document that contains a proposal Strategy for the implementation of PSA by the Municipal Office of Water and Sanitation (OMAS, Spanish acronym) of the Municipality of Tacaná and AFOGESHIP

- Document that includes the Manuals of Accounting and administrative Procedures for AFOGESHIP
- Final report of the media campaign

Results/Impact: By means of the development of the pilot project of PSA (Spanish acronym) in the municipality of Tacaná of the Department of San Marcos the social awareness was contributed to in order to: a) Publish the concept of payment of environmental services and conservation of the hydrological resource and its associated resources; b) Nationalize the norms for the administration, operation, and maintenance of the municipal service of potable water; and c) Publish the functions of the Municipal Office of Water and Sanitation and AFOGESHIP Water for the Future. The municipal participatory environmental management and the application of the environmental municipal legislation linked with the management of hydrological resources were strengthened through this effort.

9. AFOGESHIP Living Water (San Pablo)

Component 4: Environment

Total Grant Settlement: US\$19,948.72 (Q155,600)

Matching Contribution: US\$1,230.77 (Q9,600)

Objective: To contribute to the implementation of the mechanism of payment of hydrological environmental service; developed in the Municipality of San Pablo, San Marcos; through the actions of diffusion and awareness raising about: a) the importance of payment for environmental services, b) the importance of municipal regulation of water and the conservation of hydrological resources, and c) the functions of the Municipal Office of Water and AFOGESHIP

Activities:

- To design and implement a local radio campaign to a) disseminate the concept of payment for environmental services; b) for the nationalization of norms for the Administration, Operation, and Maintenance of the Municipal Service of Potable Water; and c) to publish the functions of the Municipal Office of Water and Sanitation and AFOGESHIP
- Design and implementation of a website for AFOGESHIP and internet service for a year
- To conduct a minimum of two (2) events of dissemination about the importance of hydrological resources; payment for environmental services; Regulations for the Administration, Operation, and maintenance of the Municipal Service of Potable Water; and the Municipal Office of Water and Sanitation (OMAS, Spanish acronym) to strategic organized groups of residents of the Municipality of San Pablo, San Marcos; as part of the dissemination, materials will be made such as pamphlets, brochures, and posters that explain the importance of the PSA (Spanish acronym) simply and graphically, as well as the Regulations for the Administration, Operation, and Maintenance of the Service of Potable Water, materials that will be distributed in the events of dissemination and among the strategic groups that are considered
- To prepare and propose to the Municipality of San Pablo, San Marcos, a strategy to implement the PSA (Spanish acronym) with the participation of OMAS (Spanish acronym) and AFOGESHIP and identify its attributions and responsibilities in the management of funds and the implementation of the PSA mechanism
- Proposing a Manual of Accounting and Administrative Procedures for AFOGESHIP

- Preparing and conducting a presentation of the previous results on PowerPoint for the members of the Municipal Council of the Municipality of San Pablo, San Marcos
- Preparing the final report containing the previously described activities

Products:

- Designing a media campaign (radio, television, and printed materials) to publicize the concept of payment for environmental services and conservation of the hydrological resource
- Report on the design and implementation of the website of AFOGESHIP Living Water
- Report of the activities of dissemination and raising awareness to publish the concept of Payment for Environmental Services (PSA, Spanish acronym)
- Document that contains a proposal of Strategy for the implementation of PSA by the Municipal Office of Water and Sanitation (OMAS, Spanish acronym) of the Municipality of San Pablo and AFOGESHIP
- Document that includes the Manuals of Accounting and administrative Procedures for AFOGESHIP
- Final report of the media campaign

Results/Impact: Social awareness was increased in the municipality of San Pablo of the Department of San Marcos by means of the development of the pilot project of PSA, in order to a) Publish the concept of payment of environmental services and conservation of the hydrological resource and its associated resources; b) Nationalize the norms for the administration, operation, and maintenance of the municipal service of potable water; and c) Publish the functions of the Municipal Office of Water and Sanitation and AFOGESHIP Living Water. The municipal participatory environmental management and the application of the environmental municipal legislation linked with the management of hydrological resources were strengthened through this effort.

Grant Agreements signed during the Option Period (August 2, 2013 – February 27, 2015)

10. Foundation for the Development of Guatemala (FUNDESA, Spanish acronym)

Component 1: Food Security

Total Grant Settlement: US\$70,000 (Q539,000)

Matching Contribution: US\$12,662.33 (Q97,500)

Objective: Development and dissemination of a methodological guide for the implementation of actions at the community level, with protocols of intervention, so that there are procedures to conduct effective actions that achieve the reduction of the chronic child malnutrition and generate sustainability of the SAN (Spanish acronym), specific objectives include:

- To have a methodological guide, based on the best practices, for the implementation of effective actions at the community level that consider the following matters:
 - Social opening (organization of the actors who work in SAN and of the population to be attended to and raising awareness at the municipal and community levels)

- Window of 1000 days
- Production of personal consumption and generation of income
- Water, sanitation and healthy housing⁵
- To generate protocols based on cost-effective interventions on the basis of evidences contributed by multiple actors of cooperation, civil society, and private sector
- To develop the methodology for the transference of knowledge in each of the matters based in the identified best practices

Activities:

- To identify key actors with successful experiences for each of the matters
- Analysis and verification of the activities to be included in each of the matters, with sequential order of operation, times of duration, and parties responsible for execution
- Validation of the order of the complete process with actors that have had successful comprehensive interventions
- To revise protocols (methodologies, tools, and costs) utilized in the successful experiences, both at a national and international level
- Preparation of protocols, including tools and costs, for implementation of cost-effective interventions
- Integration in a methodological guide, edited for public use
- Meetings with the USAID Office Heads to coordinate activities and present results

Products:

- Work Plan, Schedule and Monitoring and Evaluation Plan
- Table of Contents of the Methodological Guide, context of the difficulties with respect to the topic, identification of the implementers with good practices and positive lessons
- Draft of the Methodological Guide and protocols of intervention (Components 1, 2, and 4)
- Draft of the Methodological Guide and protocols of intervention (Components 3 and 5)

⁵The concept of healthy housing is related to the geographical and social area where housing is built, the materials used for its construction, the safety and quality of the shaped elements, the construction process, the composition of its space, the quality of finishes, global peripheral context and health education of its inhabitants, which significantly ensures the presence of protective factors and decreasing risk factors associated with housing.(OPS7OMS 1994). The basic actions for the improvement of housing and the environment include the installation of toilets or latrines; the transfer of kitchens from bedroom areas to outside areas; the elimination of excreta, solid and liquid waste; the fumigation of homes and environments; the management of waste; and water management.

- Presentation of the approved draft of the Methodological Guide integrated with the key actors linked to the topic in order to receive feedback and preparing a report of the feedback received
- Final version of the Methodological Guide that incorporates the observations received during the presentation to key actors
- Proposal of a mechanism agreed on with the Alliance for Nutrition to promote and give sustainability to the utilization of the Methodological Guide (append letters of acceptance from at least three members of the Alliance for Nutrition); printing of screenshots of the Alliance for Nutrition's website and of at least 3 of its members in which the Methodological Guide appears and the protocols, as well as the supporting materials
- Design, editing, and printing of the Methodological Guide, protocols, and support materials (three sets of printed materials and 50 CDs)
- Two events presenting the Methodological Guide to key actors

Results/Impact: Alliance for Nutrition, this Guide has been appropriated, which makes it possible to go from partial and unfocused actions to comprehensive actions at the community level and have resources to put it into motion initially in three communities. Technical assistance has been managed in DEVTECH, to establish the baseline in these communities and the monitoring system that will only be used for the three initial communities, but that will complement the methodological guide.

11. Association of Comprehensive Development with Community Project Happy Housing (ADIC Casa Feliz, Spanish acronym)

Component 1: Food Security

Total Grant Settlement: US\$40,000 (Q308,000)

Matching Contribution: US\$4,663.63 (Q35,910)

Objectives: 1) To strengthen the abilities of the rural organizations, especially of indigenous women, at the local and municipal level to conduct advocacy with the purpose of improving the coverage, quality, friendliness, and cultural relevance in the provision of public services of health, education, nutrition, agriculture, water, and sanitation; and 2) to strengthen the abilities of influence of INCOPAS (Spanish acronym) in priority matters for the SAN (Spanish acronym), on the basis of a solid and serious information flow that comes from rural organizations, specific objectives include:

- To strengthen the community organization for the vigilance and support of the provision of public services of health, education, nutrition, agriculture, water, and sanitation
- To raise awareness and teach communities regarding access, quality of public services, cultural relevance, and provide information on health, education, nutrition, agriculture, water and sanitation, to make an impact on them
- To inform and teach about the obtaining safe water suitable for human consumption; existing materials with proven effectiveness will be used for this
- To raise awareness about the use of latrines and solid waste; existing materials that have been effective are also used

- To present proposals of improvement of public services to decision-makers at the municipal, departmental, and national levels (mayors, deputies, governors, ministers, and secretaries of state)

Products:

- Work Plan, with schedule and monitoring and evaluation plan
- Table of contents of the Protocol and a brief description and scope of each
- The protocol to conduct advocacy, including tools to use, as well as the key actors for the topics included in the Program
- Monitoring reports (four in total, one for each municipality) to be integrated in the 5th month of execution of activities; these reports should reflect the discovery principles with relation to health, education, nutrition, agriculture, water and sanitation
- A final report that contains the results of the influence, lessons learned, and challenges to overcome
- Presentations of the final results of the study to key actors: four meetings at the municipal level, two meetings at the departmental level, one meeting with INCOPAS (Spanish acronym), and a meeting with ministries and secretaries of state; the result of these presentations will be a report of said presentations including the list of participants corresponding to each event
- A PowerPoint presentation of the results delivered in digital format.

Results/Impact: This process allowed the ADIC (Spanish acronym) Happy House to develop the validated methodology two major impact and its strengthening in administration and accounting, through the development and application of the corresponding manuals. Additionally, this experience permitted INCOPAS to contribute to the advocacy at the level of ministerial authorities with base information and constitutes an experience that could be replicated by INCOPAS and other local organizations.

12. Foundation for Rural, Equitable, and Sustainable Food Security (Fundación SARES, Spanish acronym)

Component 2: Rural Development

Total Grant Settlement: US\$49,085.84 (Q377,961)

Matching Contribution: US\$3,701.30 (Q28,500)

Objective: Development of a document that describes and systematizes the successful experiences of post-harvest management and recuperation of market value for the second and third qualities of the vegetables produced by the product chains in the high west plateau, with the aim to be able to be replicated and reduce the economic losses of producers, specific objectives include:

- To have a system that allows the reproduction of technological experiences and marketing to recuperate market value of the vegetables with deficiencies associated with quality
- To generate organization proposals for the actors of the productive chains of vegetables in order to take advantage, from an artisanal and industrial perspective, the rejected items
- To test a methodology to replicate successful experiences among the Organizations of Producers with a basis in systematization

Activities:

- To identify organizations of producers at the national level that implement successful post-harvest practices and practices for recuperation of market value; (cases such as those associated with: Project IMARE (Spanish acronym), FEDECOAG (Spanish acronym), INCAP (Spanish acronym) and others)
- To evaluate the possibility of replicating these successful experiences from a perspective of technical viability
- To evaluate the possibility of replicating these successful experiences from a perspective of marketing viability
- To systematize the results of the analyses of the successful experiences of the organizations of producers
- To apply the practices identified with the pilot field experience that reports on and documents the results
- Preparation of a Document that contains the identification of the practices, the systematization of the experience, the guide to replicate it, and the description of the pilot experience

Products:

- Work Plan, with schedule and monitoring and evaluation plan
- A draft of the “Systematization of successful experiences on the subject of post-harvest management and recuperation of market value for vegetables”
- Implementation of a Pilot experience from the systematization of successful experiences with the aim of validating the proposal
- Final version of the “Systematization of successful experiences on the subject of post-harvest management and recuperation of market value for vegetables”
- Presentation event of the Systematization of Productive Chains of Vegetables in the FTF area

Results/Impact: The systematization was carried out in three agricultural productive chains of vegetables. The results show that with better post-harvest management, the income of small producers of vegetables linked to chains of exported value can be improved by a range of between 15% and 30%, was conducted within the framework of the grant with the Foundation SARES (Spanish acronym) and was delivered to the Projects of Value Chains of USAID/Guatemala, AGEXPORT (Spanish acronym), and MAGA (Spanish acronym) so that they can follow up this important matter.

13. Guatemalan Association of Exporters (AGEXPORT, Spanish acronym)

Component 2: Rural Development

Total Grant Settlement: US\$40,000 (Q308,000)

Matching Contribution: US\$8,983.11 (Q69,170)

Objective: To characterize the market of financial services in the FTF area and propose a legal figure that allows the formalization of small farming producers in the rural area, specific objectives include:

- To formulate and publish a Study of Demands of Financial Services for three productive chains in the FTF area that complements the already completed Study of Supply and characterize the Market of these services in the area
- To formulate a Proposal of legal entity that permits the formalization of organizations of small farming producers in rural zones

Activities:

- To identify three production chains (coffee, potatoes, and vegetables) in the FTF area that are users of products and financial services and on that sample establish and characterize their demand for services
- To supplement the results of the Study of Demand with the Study of Supply that will be provided and to build the characterization of the Market of products and financial services for the FTF area
- To implement a Business Wheel for Agricultural Productive Chains among claimants of organizations of preselected producers (coffee, potatoes, and vegetables) and product and financial service providers in the City of Quetzaltenango; in the same event, the characterization of the Market of Financial Services in the FTF area will be presented publicly
- To conduct interviews with leaders of organizations of small farming producers (vegetables and coffee), and with actors who support the development of these organizations, as well as the programs of production chains of USAID, in order to:
 - Conduct a brief characterization (nature, objectives, and governance) of the legal personhood and fiscal regimens most frequently utilized for the formal organizations of small agricultural producers
 - Identify the opportunities and limitations that face the organizations of agricultural producers upon utilizing the figures of legal personhood and the current fiscal regimens; to systematize these opportunities and limitations in an executive report
 - Establish the specific needs of legal personhood and fiscal regimens in order to be able to develop corporately
 - Become informed about the experiences of development of new legal figures for organizations of small rural producers living in third countries and prepare an executive analysis about the ability to replicate it in Guatemala
 - Prepare a draft of a diagnostic report that contains: (i) the opportunities and limitations that current figures of legal personhood and fiscal regimen present to these organizations, including the description of the fiscal regimens to which they are subject; and (ii) the specific necessities of legal personhood and fiscal regimen that these organizations present, including the aspects of the applicable fiscal regimen
 - Prepare a draft of the proposal of alternatives for the development of legal personhood that facilitates the business stability and development of the organizations of agricultural producers; this propositional part should include a description of the applicable fiscal regimen and alternatives for a staggered incorporation towards formality

- Conduct at least one group consultation of experts on the matter

Products:

- Work Plan, with schedule and monitoring and evaluation plan
- A draft that contains the Study of Demand of Products and Financial Services for the three productive chains in the FTF area
- Final document that contains the Study of Demand for Products and Financial Services for the three productive chains in the FTF area
- A draft that contains the Characterization of the Market of Products and Financial Services for the FTF area, case of three productive chains
- Final document that contains the Characterization of the Market of Products and Financial Services for the FTF area, case of three productive chains
- Report on the realization of the Business Wheel among sellers and buyers of products and financial services in Quetzaltenango
- A draft of the Proposal of alternatives for the development of legal personhood that facilitates the business stability and development of the organizations of agricultural producers
- Final document that contains the Proposal of alternatives for the development of legal personhood that facilitates the business stability and development of the organizations of agricultural producers

Results/Impact: Three Studies of Market of Financial Services were delivered in the area of the FTF initiative:

1. Supply of Financial services which is an analysis of the conditions of the current supply of Financial Services in the area: this study covered geographical areas with the presence of IFIs, volumes of sectorial loan portfolios, destinations of loan portfolios, quality of the portfolio in the area, composition of the portfolio by type of IFI (banks, cooperatives, and NGOs), types of guarantees used, portfolio by credit period, loan portfolio by range of sums, average interest rates of the loan portfolio, etc.
2. The Study on the Demand for Financial Services for the coffee, vegetable and potato production chains in the FTF area, which permits the determination of the current coverage and potential demand for credit by these three production chains in the FTF area and their conditions with regard to guarantees, sums, interest rates, volumes, etc.
3. The characterization of the market of financial services and products for the production chains of coffee, vegetables, and potatoes in the FTF area: This study is a supplement to and a comparative analysis of the two previously indicated studies, which has allowed the discovery of the breaches, distortions, additions and challenges of the financial market in the FTF area, with the objective of contributing to diminishing the asymmetries of information between the supply and demand of the market and identifying the barriers to access to these services and the triggers to improving access to financial services of these three production chains that are among the main ones for the FTF area.

The studies were submitted to MAGA (Spanish acronym) and MINECO (Spanish acronym), with the recommendation of updating and periodically disseminating its content with the producers in the coffee, vegetable, and potato production chains, with the IFIs as Saving and Credit Cooperatives, Microcredit NGOs and Banks.

A proposal on the Alternatives of Legal Personhood that facilitates the business stability and development of the organizations of agricultural producers was also submitted to MINECO and AGEXPORT. The diversity of legal forms that organizations of mainly agricultural producers have taken and can take has a series of legal, fiscal, and governance implications that do not reflect their current dynamic or their needs. The study shows the current situation and proposes alternatives for legislative amendment that would be better adapted to the needs of rural producers. The preparation of proposals for modifications to the civil and commercial codes is recommended to give continuity to this initiative.

Rapid Response Fund (FRR, Spanish acronym)

The Rapid Response Fund (FRR, Spanish acronym) allowed the Project and USAID/Guatemala to address the emerging needs derived from the variable political climate and the effects of climate change in Guatemala. The implementation of this fund was at the discretion of USAID and required the previous approval of the officer in charge. In view of the above, the results of these investments do not necessarily respond to the framework of initial results in the Project's contract, but rather are additional results.

This fund facilitated the achievement of important results that impact Guatemala, which include:

- **Signature of the Zero Hunger Pact:** The project supported SESAN (Spanish acronym) with the financing of the event to launch the Zero Hunger Plan, which has the objective of beginning the process of uniting the efforts of Guatemalans and constitutes an agreement between the Guatemala and all sectors and international cooperation to reduce chronic malnutrition by 10% in four years and avoid deaths from acute malnutrition. The Zero Hunger Plan was launched on February 16, 2012 in San Juan Atitán, Huehuetenango, one of the municipalities identified as a priority for intervention due to its high rates of chronic malnutrition. The event was presided over by the President of the Republic and various ministers of the cabinet of government, local authorities, and representatives of the international donor community and civil society were in attendance.
- **PERSUAP Training:** The “Regulations, Risks, and Safe Use of Pesticides” course was carried out in the city of Quetzaltenango from May 20 - 24, 2013. The course targeted implementing partners of USAID projects, with the objective of improving their ability to implement the regulations that exist for the use of pesticides, insecticides, and fungicides. Matters such as the preparation of plans for the integrated management of blights were also addressed. Course participants consisted of 43 agricultural advisors working throughout Guatemala, which will have an impact on the implementation of action plans for safer use of pesticides, which comply with the regulations of international trade, especially of the United States.



Participation of the children during the event of the Signing of the Zero Hunger Pact. Photo: Fabiola Quixtán.

- **PERSUAP Amendment:** To address the emergence of the crisis in the coffee sector of Guatemala (a result of the *Coffee Rust* attack that affected Central America) and the need to comply with the “Regulations, Risks, and Safe Use of Pesticides” imposed by international agreements, the Project financed the preparation of an Amendment to PERSUAP (Spanish acronym) that specifically addresses the management of Coffee Rust. This will allow Guatemalan producers to fight the blight, without endangering exports.



Demonstration of the use of insecticide during the training program “Regulations, Risks, and Safe Use of Pesticides,” directed at implementing partners of projects of USAID.

Photo by: José Monzón

- **Printing of the Zero Hunger Pact Plan:** The Project supported SESAN (Spanish acronym) with the laser printing of 40 copies of the English version of the Zero Hunger Pact Plan document. These copies were distributed during the presentation on the scope of the Zero Hunger Pact Plan that the authorities of GoG made to the Congress of the United States of America in April 2013.
- **Coffee Rust Summit (Cumbre de la Roya del Café):** The environmental conditions in Central America have caused an epidemic outbreak of Coffee Rust, significantly affecting the production of coffee, both in terms of quantity and quality. Faced with this situation and the imminent need to develop strategies for the integrated management of this blight, the Project supported the execution of “Coffee Rust Summit,” whose objective was to unite scientific experts in the management of the Coffee Rust to determine strategies and best practices in the fight against the rust. The event was held on April 17-20, 2013 with the participation of more than 170 people.
- **Guatemala Investment Summit 2013, Chamber of Commerce/Industry:** With the objective of promoting investments in Guatemala, the Project contributed US\$20,000.00 for the execution of the Guatemala Investment Summit, an event organized by the Chamber of Commerce/Industry. The Summit had more than 2,000 participants and 350 international guests, and around 800 investment appointments were realized.
- **ISO Quality Management System in the Ministry of Finances:** As a result of identifying relevant aspects that impact the efficiency of different processes, in September 2012 the Ministry of Public Finance – MINFIN (Spanish acronym) – initiated efforts to implement continual internal management improvement actions related to the administration of the human, financial, and technological resources, and requested technical assistance from USAID.

USAID, via the “USAID / Policy Regulatory Support for Economic Growth Project,” supported the implementation of the System of Quality Management in the Ministry, framed in the compliance of the International Standard ISO 9001; based on the definition of the transverse internal processes that add value to compliance with the substantive roles in the administration of the financial resources and assets of the State.

For this purpose, the procedures associated with the processes were documented and improvements were incorporated and validated prior to their implementation. As added value for the strengthening of a better quality of spending in the Ministry, two computer systems were conceptualized: Warehouse Management System and Supplier Evaluation System.

Committed to promoting management by results in an effective and transparent manner, MINFIN authorities made the Quality Management System official through Ministerial Agreement No.37-2013 on April 26, 2013, looking for sustainability through the empowerment of the methodology by its collaborators. Additionally, within the reforms in the Organic Internal Rules of Procedure, Governmental Agreement 26-2014, effective February 5, 2013, the follow-up to quality management is institutionalized within the functions of the Department of Planning and Institutional Development.

During the execution of activities, the documentation of SGC (Spanish acronym) was constructed in a participatory manner with the actors responsible for the processes, looking for the ordering and standardization of the processes, compliance with the requirements of the ISO Standard 9001 and the satisfaction of users within the framework of the applicable regulations. The scope of the SGC (Spanish acronym) focused on processes of: 1) budgetary and financial management, 2) management of human resources, and 3) Information technology.

On February 20, the final report on the support provided to the Ministry of Public Finance for the “Implementation of the System of Quality Management” was presented. This presentation included the participation of representatives of the Ministry of Public Finance, including María Castro, Minister; Marco Antonio Gutiérrez, Deputy Minister; and Directors of Budgetary and Financial Management, of Human Resources and of Information Technology. The presentation highlighted the principal achievements of the project to the authorities of MINFIN, USAID’s Director, and other special guests.

At the event, the authorities of MINFIN recognized that this process is promoting profound changes in the quality of the processes of this Ministry and that its sustainability is assured, thanks to the visible impacts and advances in the installed processes. This gesture is a reflection of the high benefit/cost relationship of the project, the important impact it had on the administrative processes, and stated the agreement for the institutionalization of the processes. This Project was under the coordination of the Specialist of Food Security (Appendix 1).

- **National Meeting of Entrepreneurs (ENADE, Spanish acronym) 2013:** With the purpose of collaborating on the sustainable development of Guatemala, the Project provided support by means of a sponsorship to the ENADE 2013, organized by the Foundation for the Development of Guatemala –FUNDESA (Spanish acronym). The Meeting promoted the motto “Without Divisions, We Multiply: Human Development and Social Peace” and focused on the theme of Food Security.

ENADE 2013 was held on October 10, 2013 and had participation from the Guatemalan productive sector, representatives of the three branches of State, leaders of the civil society and world class speakers that spoke on the topics of nutrition, education, and technical training. One of the most important results of the event was the signing of the First Agreement of Human Development by the Political Parties, which included agreements on the improvement of educational quality and the reduction of the rate of malnutrition that affects Guatemala.

- **Translation of the Amendment of PERSUAP for the Management of Coffee Rust:** In order to facilitate the international application of the Amendment to the EG PERSUAP (Spanish acronym) which addresses the inclusion of fungicides for the control of Coffee Rust (*Hemileiavastarix*), the Project conducted the translation of this amendment into English. This amendment was sent to the USAID/Washington’s environment department, where it was approved and was ready for distribution globally. The final document was published in October 2013.

V. COMPLIANCE WITH THE INDICATORS

The Project reached the established products and base indicators that respond to the intermediate results promised in the Project's contract, and in many cases, surpassed the set goals. Nevertheless, it is important to note that there were some variations in the activities and products during the execution as a result of the specific changes to the institutional demands or changes in focus and strategy to address the contractual products.

Likewise, during the execution of activities of the Project, some changes were presented in the tasks and activities of the operational plans that responded to changes in priorities of USAID/Guatemala. In general terms, the Project reached, and on occasion surpassed, the goals and indicators that were proposed in the design of the Project during its two phases: Base Period and Option Period.

The Project's progress in order to achieve its goals was measured by means of the base indicators (*core indicators*), which correspond to the obligations in the contract, and were analyzed and selected together with USAID. In short, the base indicators measure the consultative processes, the quantity of government institutions that are in the process of improving their capacity and competencies, as well as the quantity of bills, regulations, administrative processes, agreements or other similar initiatives of public policy, according to its advancement by stages: 1) analysis; 2) definition, preparation and consultation with key actors; 3) presentation to authorities or relevant agency for legislation, decree or governmental agreement; 4) approval; and 5) implementation.

The set of base indicators was accomplished at 100% of the contractual goals, surpassing them as a result of the emerging demands of the institutional opposing party. This was also influenced by the Project's management team's dynamic ability to interact when negotiating terms of cooperation and the scope of technical assistance. With regard to the progress of the stages of advancement of each initiative, the agreement of the Project reached "Stage 3." Nevertheless, in the Base Period, six of the 29 initiatives reached implementation (Stage 5) and three more reached approval (Stage 4). For the Option Period, the agreement also reached "Stage 3," two of the six initiatives were presented to authorities for legislation, decree or governmental agreement (Stage 3) and four were implemented (Stage 5).

Additionally, the progress was measured via performance indicators, which respond to the activities and tasks defined in the Annual Operation Plans. The performance indicators provided a degree of flexibility, depending on the context of the execution of the Project, or rather, in response to the emerging demands of the opposing parties or changes of priorities in the agenda of the Government. The Project's management team had to manage these changes without losing sight of the achievement of the contractual results.

The images on the following pages show the values reached for the base indicators during the execution of the Project. Likewise, images sent by USAID (in English) are included in order to supply information for the annual revisions (Portfolio Review).

INDICATORS: BASE PERIOD

INDICATORS / GOALS: <i>Goals are required for every common indicator, for example: 1) a number, 2) zero (if there are activities specific to this indicator, but these results will not be reported during this time frame), and 3) N/A (if the indicator does not apply)</i>	Contractual Target (Start of Project)	Current Progress July 2013	COMMENTS / DETAILS	% CURRENT	% ADJUSTED
PROGRAMATIC ELEMENT 2.1 ENVIRONMENT FAVORABLE TO TRADE AND INVESTMENT					
Number of consultative processes with the private sector, as a result of the support of the Government of the United States.	11	17	CONSULTATIONS: 1) Zero Hunger Plan; 2) Proposed bill for the creation of INSAVE; 3) National Irrigation Policy Proposal; 4) Integral Program of Agricultural and Environmental Protection (PIPAA, Spanish acronym) Proposal; 5) Foreign Trade Policy and Competitiveness Agenda; 6) Policy and Regulation proposals for Payment for Environmental Services; 7) Creation of the Cleaner Production Committee; 8) Discussion of the Initiative of Climate Change Act; 9) Generation of jobs and Investments Act; 10) National Civil Service System; 11) Exhaustive EIA list; 12) Curriculum for Sustainable Construction in the Architecture Faculty; 13) Incorporation of CC to pensa universities; 14) Financial and non-financial incentives for P+L; 15) Proposed Management Model for rural road infrastructure; 16) Study aspects of climate change for investment in water and rural roads; 17) Adaptation practices of agriculture to climate change	155%	100%
Number of legal, regulatory or institutional actions conducted to improve the implementation or compliance with international trade agreements and investments as a result of the support of the Government of the United States.	4	7	1) Trade Policy and National Competitiveness Agenda; 2) Jobs and Investment Act (free zones); 3) One-Stop Imports; 4) National System of Civil Service; 5) Proposed Business Insolvency Act .6) Simplified Capital Companies Act.7) Reforms to the Commercial Code.	175%	100%
PROGRAMATIC ELEMENT 5.1 ENVIRONMENT FAVORABLE TO AGRICULTURE					

Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States.(FTF)	2	6	1) MAGA; 2) MARN; 3) SESAN; 4) FONTIERRA; 5) INCOPAS; and 6) MINFIN (through the Rapid Response Fund)	300%	100%
Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States.(FTF)	3	7	1) Creation of INSAVE Proposal presented to MAGA; 2) Irrigation Trust Regulation; 3) National Irrigation Policy; 4) PIPAA Proposal; 5) Rural Extension System, 6) Rural Road Infrastructure Management Model; 7) Model of conditions to implement credit guarantee fund for farmers	233%	100%
PROGRAMATIC ELEMENT 8.1 NATURAL RESOURCES AND BIODIVERSITY					
Number of policies, laws, agreements or regulations promoting conservation and sustainable management of natural resources that are implemented as a result of support from the Government of the United States.	3	4	1) Payment for environmental services policy proposal presentation to municipal authorities; 2) Center for Cleaner Production ; 3) EIA exhaustive list; 4) Financial and Non-Financial Incentives Proposal for Cleaner Production.	133%	100%
Number of laws, policies, agreements or regulations addressing climate change proposals, adopted or implemented as a result of support from the Government of the United States.	3	4	1) Proposal of Policy Steps to Improve the Application of POTs with CC Factors; 2) Support for the Discussion of the Climate Change Law; 3) Manual for Planning Design and Construction of Rural Roads with Focus on CC; 4) Study that Identifies and Justifies Strategic Investments for Adaptation to Climate Change Related to Water	133%	100%
SUMMARY INDICATORS FOR STRATEGIC OBJECTIVE 2					
Number of laws, supported regulations and policies, and strengthened institutions.	26	45		173%	100%

PRS: FTF INDICATORS					
Indicator Number and Title	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET	FY 2015 TARGET	Comments
Second Level Objectives (Program)					
4.5.1-24 Number of Policies / Regulations / Administrative Procedures in each measuring of the following stages of development as a result of USG assistance:					Details in Attachment.
(1) Analyzed	19	10			
(2) Drafted and presented for public / stakeholder consultation	14	14			
(3) Presented for Legislation / decree	9	17			
(4) Passed / approved	4	6			
(5) Passed for which implementation has begun	4	3			
4.5.1-27 Number of institutions / organizations, undertaking capacity / competency strengthening as a result of USG assistance	3	3			PRS/Weidemann Associates, Continuous support and technical assistance since December 2011.MAGA, MARN, SESAN, INCOPAS, MINFIN

Policies, Regulations and Administrative Procedures by Stage and Fiscal Year

#	Policy, Regulation or Administrative Procedures Supported	Stage of Completion*					IR
		1	2	3	4	5	
1	National Policy of Commerce and Competitiveness Agenda	2012	2012	2012	2012	2012	3
2	Law of employment and Investments (Previously free trade zones law)	2012	2013	2013			3
3	One stop-shop window for Importing	2012	2012	2013			3
4	On-line services for enterprise registration	2012	2012	2012	2012	2012	3
5	Updates to the Civil Service System	2012	2013	2013			3
6	Proposal for Resolving Insolvency Law	2013	2013				3
7	Proposal for National System of Competitiveness and Productivity (with AGEXPORT)	2012	2013	2013			3
8	Simplified Capital Societies Law	2013	2013	2013			3
9	Reforms to Commerce Code	2013	2013	2013			
10	Zero-Hunger Plan	2012	2012	2012	2012	2012	1
11	Proposal for organizations re-structure of SESAN	2012	2012	2012	2013	2013	1
12	Proposal of an Investment Model for Rural Road Infrastructure	2012	2013	2013			2
13	Proposal for creation of Institute of animal and vegetables Sanitation (INSAVE)	2012	2012	2012			2
14	Irrigation Trust Management Regulation	2012	2012	2012	2013	2013	2
15	National Irrigation Policy	2012	2012	2013	2013		2
16	Proposal for restructure and design of PIPAA	2012	2012	2013	2013		2
17	Proposal for a National Rural Extension System	2012	2012	2012	2012	2012	2
18	Proposal on the conditions to establish an agricultural production guarantee fund	2012	2013	2013			2
19	Proposal of municipal policies for Payment for Environmental Services	2012	2012	2012	2013		4
20	Cleaner Production Committee	2012	2012	2012	2013	2013	4
21	EIA Taxative List assessment	2013	2013	2013			4

22	Proposal for incorporating financial and non-financial incentives for cleaner production in production value chains (CP+L)	2013	2013	2013			4
23	Proposal for applying climate change variables into Territorial Zoning Plans (POTs)	2012	2012	2013			4
24	Climate Change Discussion	2012	2012				4
25	Proposal on sustainable construction for University Curricula	2013	2013	2013			4
26	Proposal for incorporating climate change variables into University Curricula	2013	2013	2013			4
27	Consultation on better agricultural practices for climate change by small farmers	2013					4
28	Handbook for planning, design, construction and maintenance of Rural roads considering climate change approach	2013	2013	2013			4
29	Proposal on the Best Practices for water management considering climate change variables	2013	2013	2013			4

Summary of proposals	Stage of Completion				
	1	2	3	4	5
Proposals per stage in FY 2012	19	14	9	4	4
Proposals per stage in FY 2013	10	14	17	6	3
Totals	29	28	26	10	7

* Fiscal year in which each stage was completed

Summary of Proposals by Intermediate Result (Component)	Number
IR-1 Food Security	2
IR-2 Rural Development	7
IR-3 Trade Capacity Building	9

INDICATORS: OPTION PERIOD

INDICATORS / GOALS: <i>Goals are required for every common indicator, for example:1) a number, 2) zero (if there are activities specific to this indicator, but these results will not be reported during this time frame), and 3) N/A (if the indicator does not apply)</i>	GOAL FOR Option Period	Progress on the 31st of December, 2014	COMMENTS / DETAILS
PROGRAMATIC ELEMENT 4.5.2 AGRICULTURAL SECTOR PRODUCTIVITY			
Number of private companies, producer organizations, water user associations, women's groups, business and trade associations, and community-based organizations with food security initiatives receiving assistance from the Government of the United States.	3	3	1 INCOPAS [Institution for Consulting and Social Participation] organizations (ADIC [Association for Comprehensive Development and Community Outreach] Casa Feliz), 1 member organization of the Alliance for Nutrition (FUNDESA [Foundation for the Development of Guatemala]) and 1 organization of rural entrepreneurs working in production chains (SARES Foundation).
PROGRAMATIC ELEMENT 2.1 ENVIRONMENT FAVORABLE TO TRADE AND INVESTMENT			
Number of consultative processes with the private sector, as a result of the support of the Government of the United States.	5	5	1) Advocacy Strategy of INCOPAS [Institution for Consulting and Social Participation], 2) SAN [Food and Nutritional Safety] Strategy / Methodology for FONTIERRAS [Land Trust Fund] agrarian communities, 3) SAN [Food and Nutritional Safety] Intervention Protocols (grant with FUNDESA [Foundation for the Development of Guatemala]), 4) BPA [Best Agricultural Practices] / BPM [Best Manufacturing Practices] 5) Livestock Policy.
PROGRAMATIC ELEMENT 5.1 ENVIRONMENT FAVORABLE TO AGRICULTURE			
Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States.(FTF)	9	9	1) INCOPAS [Institution for Consulting and Social Participation], 2) FONTIERRAS, 3) MAGA, 4) Presidency of the Republic (Cabinet Secretary for Rural Development), 5) MINECO, 6) PRONACOM, 7) Alliance for Nutrition, 8) MINFIN, 9) SESAN.

Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States.(FTF)	6	6	1) Strategic information system for exports and imports to MAGA production chains, 2) Implementation Plan for rural development policy, 3) Livestock Policy, 4) Proposed legal status for organizations of farmers, 5) CONASAN [National Council of Food and Nutritional Safety] draft resolution on compulsory PPH0 [Zero Hunger Pact Plan] Induction Course, 6) Administrative Draft Resolution for FONTIERRAS [Land Trust Fund] to include SAN [Food and Nutritional Safety] in the plans for Agrarian Communities.
SUMMARY INDICATORS FOR STRATEGIC OBJECTIVE 2			
Number of laws, supported regulations and policies, and strengthened institutions.	23	23	

4.5.1-24 Number of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:

Stage 1: Analyzed

Stage 2: Drafted and presented for public/stakeholder consultation

Stage 3: Presented for legislation /decree

Stage 4: Passed/approved

Stage 5: Passed for which implementation has begun

Name/Title	Sector (*)	FY 2014					Target FY 2015					FY 2015					
		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	
Commercial Strategic Information System - MAGA [Ministry of Agriculture, Livestock and Food]	Research, extension, information, and other public service					X											X
Implementation Plan of the Rural Development National Policy	Research, extension, information, and other public service				X												X
Bovine Livestock Policy	Agricultural sector-wide				X												X
Proposal of alternatives to develop a legal entity	Agricultural sector-wide								X						X		

for agricultural producers' organizations.																
CONASAN [National Council of Food and Nutritional Safety] draft resolution on compulsory Plan for Zero Hunger Pact(PPH0) induction course	Food security/vulnerable populations								X						X	
Draft resolution to institutionalize the use of the methodology provided by the Project in the diagnosis of farming communities served by FONTIERRAS [Land Trust Fund].	Food security/vulnerable populations								X							X

INDICATOR NUMBER AND TITLE	UNIT OF MEASURE	DATA SOURCE	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	LOP	COMMENTS
			Actual	Actual	Actual	Target	Actual	Target	Target	
PURPOSE LEVEL STATEMENT: Broad Based Economic Growth and Food Security Improved										
OUTPUT 4. LEVEL STATEMENT: Improved Economic Growth and Food Security Enabling Environment										

4.5.1-24 Number of Policies/ Regulations/ Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:	Number(Please include name/title in tab "Policies")	Implementing Partners			17	6	3	3	23(original global target: 3)	Targets for FY 2014 are the targets reported for the Project's entire Option Period (August 02, 2013-February 27, 2015).By the end of the period October 2013-September 2014, 50% of the targets had been reached. The remaining 50% was accomplished in the first quarter of FY 2015 (Oct.-Dec. 2014).	
Stage 1: Analyzed											
Stage 2: Drafted and presented for public/stakeholder consultation implementation has begun					1						
Stage 3: Presented for legislation /decree					12						
Stage 4: Passed/approved					2		2				
Stage 5: Passed for which implementation has begun					2		1				
EG 5.1 Number of institutions/organizations, undertaking capacity/competency strengthening as a result of USG assistance.	Number (Include name institutions in tab EG 5.1)				3	9	5	4	12(original global target: 2)	Targets reported are for the entire Option Period of the Project. By the end of FY 2014, five institutions have been strengthened as a result of USG assistance (55%).The remaining four, (45%) were completed during the first quarter of FY 2015.	

EG 5.1 Number of institutions/organizations, undertaking capacity/competency strengthening as a result of USG assistance.

No.	Name
1	Forum for Consultation and Participation in Food Safety - INCOPAS (Spanish acronym)
2	Land Fund - FONTIERRAS (Spanish acronym)
3	Ministry of Agriculture, Livestock and Food - MAGA (Spanish acronym)
4	Cabinet Secretary for Rural Development
5	Ministry of Economy - MINECO (Spanish acronym)
6	National Competitiveness Program - PRONACOM [National Competitiveness Program]
7	Alliance for Nutrition
8	Ministry of Public Finances - MINFIN (Spanish acronym)
9	Secretary of Food Safety and Nutrition - SESAN (Spanish acronym)

PROGRESS TABLES WITH PERFORMANCE INDICATORS BY COMPONENT

Base Period

Component I: Food Security

	Indicator	Unit of Measurement /Parameter	Goal for Year 2	Progress to July 2013	Narrative explanation of progress:	% of progress
					COMPONENT PROGRESS	74%
	BASE INDICATORS:					75%
IB-1	Number of consultative processes carried out with the private sector as a result of support from the Government of the United States.	Consultative processes	0	0		
	Identification of needs for strengthening SESAN to carry out its mandate.					
	Identification of needs for strengthening SESAN for it to carry out its mandate. There was a change to the Zero Hunger Plan.					
IB-2	Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States.	Institutions in the strengthening process.	3	4	MAGA, SESAN, FONTIERRAS and INCOPAS are being supported.	100%
	MAGA SESAN					
	MARN AND MINFIN AND FONATIERRAS					
	PERFORMANCE INDICATORS:					
F.	F.1 Training sessions on issues of food safety	Training sessions	1	1	Work on the training modules for INCOPAS was begun. The process will end in June 2013. The 8 training sessions for the Zero Hunger Pact Plan were scrapped in favor of a CD with the same content, permitting greater sustainability given the constant change of officials.	100%
G.	Number of participants in the training sessions on issues of commercial and investment climate.	Total number of participants	100%	26		26
	Number of Women	Female participants	40	17		
	Number of Men	Male participants	60	9		
1.1	Strengthened capacity of the GoG to plan and implement effective food security programs					56%
1.1.1	Number of ministries with plans specific to the objectives, strategies and priorities of PESAN and	Ministries and/or Institutions of	1	1	This year MAGA was supported.	100%

	Indicator	Unit of	Goal for	Progress	Narrative explanation of	% of
	PLANOCC.	the GoG				
1.1.2	Number of ministries with a budget including support for the objectives, strategies and priorities of PESAN and PLANOCC.(SESAN)	Ministries and/or Institutions of the GoG	1	1	MAGA	100%
1.1.3	Number of ministries monitored and reporting on food safety indicators, including PESAN and PLANOCC.	Ministries and/or Institutions of the GoG	3	0		0
1.1.4	Awareness Strategy designed and operating to reach diverse audiences of SESAN/CONASAN.	Stage of Development	Implemented	Implemented	Strategy defined. Pending approval. ALREADY IMPLEMENTED.	100%
1.1.5	Number of awareness strategy sessions carried out with the support of PRS.	Sessions	2	0	The Project will provide technical assistance to develop resources from other sources.	0
1.1.6	Number of participants in awareness strategy events supported by PRS.	PARTICIPANTS	200	0		0
1.1.7	Percentage of members of INCOPAS demonstrating understanding of the issues surrounding food safety.	%	100%	100%		100%
1.1.8	Action plan for the strengthening of INCOPAS / advocacy plan in SAN elaborated and approved.	plan	presented	0	In process.	0
1.1.9	Memorandum of recommendations for the incorporation of the private sector in carrying out Zero Hunger.	Memorandum	presented	presented		100%
1.2	Coordination between the donors strengthened and a shared vision created by promoting the support to FTF					67%
1.2.1	Shared work agreement between USAID partners in Quiché.	Shared Vision Declaration development stage.	Finalized	finalized	Letter of understanding signed on March 21, 2013.	100%
1.2.2	Coordination experiences between USAID partners in the field systematized and presented to USAID and its partners.	experienced systematized	2	7	Three USAID partner experiences were systematized, along with 4 from other development workers.	100%
1.2.3	Memorandum of indicator proposal and their follow-up in SAN.	proposal	1	0	This initiative was addressed by IFPRI through the support contract for mounting the SESAN Baseline	0
1.3	Support for the implementation of USAID strategy in the Western Highlands.					100%
1.3.1	Number of strategic alliances between local entities in the Western Highlands focused on priority issues of PRS	Strategic alliances	2	2	The formation of two departmental committees of USAID partners (Quiché y Huehuetenango) was coordinated. Additionally, the formation of a central committee of partners was coordinated.	100%

Component 2: Rural Development

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Explanation or narrative of progress:	% of progress
					COMPONENT PROGRESS	80%
						81%
IB-1	Number of consultative processes carried out with the private sector as a result of the support of the Government of the United States: irrigation, infrastructure and PIPAA.	Consulting processes	3	3	Presentation on the irrigation policy proposal at the Baja Verapaz meeting, as well as the proposal of PIPAA and INSAVE.	100%
IB-3	Number of reforms to policy, regulations or administrative procedures prepared and presented for public comment and then for approval (via executive action or legislation). ARE: PIPAA, IRRIGATION, INFRASTRUCTURE, MICRO FINANCING	Number of actions described by the indicator.	4	4	Irrigation Trust Manual, Irrigation Policy Proposal, Rural Extension proposal and PIPAA proposal.	100%
F.	Number of training sessions within the framework of policies and regulations for the economic growth of the FTF-USG initiative.	Training sessions	4	1	Training for irrigators in Baja Verapaz.	25%
G.	Number of participants in the training sessions on issues of commercial and investment climate.	Total number of participants	93	170	Training for irrigators during national assembly on irrigation in Baja Verapaz.	100%
	Number of Women	Female participants	90	22		
	Number of Men	Male participants	60	148		
2.1						100%
2.1.1	PIPAA institutional framework, analysis, and redesign concept (presented to competent authorities)	Stage of Development	Stage 3	Stage 3	STAGE 3 DELIVERED	100%
2.2	Policies, legislation and systems for water and irrigation.					100%
2.2.1	Policy and institutional development proposal for irrigation presented to the MAGA authorities. Policy incorporates incentives for private investment and public-private alliances for irrigation.	Stage of Development (1-5)	Stage 3	Stage 3	At the end of the operating year, the national irrigation policy, beyond simply being presented, had been approved by MAGA (stage 4) and prepared for implementation (stage 5)	100%
2.2.2	Executive summary of discoveries, conclusions and recommendations from the study of replicable models of integrated water management for the Western Highlands.	Finalized and socialized with key entities	Stage 3	Stage 3	Concluded and delivered to MAGA through the IARNA [Institute for Agriculture, Natural Resources and Environment] Grant Program	100%

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Explanation or narrative of progress:	% of progress
2.2.3	Seminars/workshops to disseminate successful local and international experiences with irrigation, integrated water management and potable water services.	Seminars	2	2	Conducted through a grant to IARNA	100%
2.2.4	Study that contains an analysis of the chief hurdles to the Mellor Model in the Western Highlands with regard to water.	Study finalized and presented	1	finalized and delivered	Conducted through a grant to IARNA	100%
2.3	Policies on rural infrastructure improved and implemented					100%
2.3.1	analysis of decision-making and planning of public investment in rural infrastructure (stage 3: presented to competent authorities)	Analysis	Stage 3	Stage 3	ICEFI / EIAC	100%
2.3.2	support in crafting a proposal for policy and regulation/investment instruments for rural road infrastructure	Proposal	Stage 3	Stage 3	ICEFI / EIAC	100%
2.3.3	dialogue about investment in rural infrastructure with the presence of the principal political parties and other key entities.	Dialog Process	finished	Stage 3	ICEFI / EIAC	100%
2.3.4	Campaign of promotion of investment proposal in rural roads (developed by IARNA) between municipalities and other stakeholders at the local level. (in Quiché)	Campaign	Implemented	Implemented	ICEFI / EIAC	100%
2.4	Access to rural financial services improved and expanded.					0
2.4.1	1 seminar/workshop with public and private entities to discuss advisability and viability to develop public funds for partial guaranties that facilitate access to credit	Seminars	2		Scheduled for August of 2013	0
		Participants	40		Scheduled for August of 2013	0
2.4.3	a financial services fair for small producers of coffee and vegetables in the Western Highlands.	Fair	1		Scheduled for August of 2013	0
2.5	Cross-cutting issues of the Rural Development component.					100%
2.5.1	Seminary / workshop / visits to rural areas with universities, cooperatives, donors and representatives of the public and private sector, decision-	Sessions	2	2	AGEXPORT	100%

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Explanation or narrative of progress:	% of progress
	makers to promote a competitive agriculture for the small farmers.					
2.5.2	Evaluation of the impact of the Mellor Model on the women of the Western Highlands.	Development stage	In progress	3	Completed with grant to IARNA	100%
2.5.3	Proposal of a mechanism to promote the participation of the municipal authorities in relevant regional and national discussions	Development stage	Finalized	Finalized	AGEXPORT	100%

Component 3: Crafting Commercial Capacities for Regional Development:

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Narrative explanation of progress:	% of progress
					COMPONENT PROGRESS	83%
						100%
IB-1	Number of consultative processes carried out with the private sector as a result of support from the Government of the United States. • Review of a legislative bill concerning civil service.	Consultative processes	1	1	Completed from May 13 - 15, 2013	100%
IB-4	Number of legal, regulatory or institutional actions carried out to improve the implementation or compliance with agreements or international treaties on business and investment, as a result of the support of the government of the United States. • Law on free-trade zones (now employment and investments) • Law of employment and investments	Number of actions	3	3	Law of employment and investments. Bankruptcy law, single window for import transactions.	100%

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Narrative explanation of progress:	% of progress
	<ul style="list-style-type: none"> Training plan to improve import and export operations at the borders. 					
F.	Number of training sessions within the framework of policies and regulations for the economic growth of the FTF-USG initiative.	Training sessions	4	5	5 sessions conducted between April and May of 2013.	100%
G.	Number of participants in the training sessions on issues of commercial and investment climate.	Total number of participants	60	113	Events rescheduled due to the new Customs Regulation taking effect.	100%
	Number of Women	Female participants	24	64		
	Number of Men	Male participants	36	49		
3.1	Business and competitiveness climate improved.					100%
3.1.1	Support for the implementation of on-line services for the registration of businesses from the commercial register presented	Mechanism Proposal	Stage 3	Stage 5	MINECO has already been implementing this since December of 2012	100%
3.1.2	Facilitation of reforms to the commercial code that influence competitiveness in the country.	Reform proposal	Stage 3	Stage 3	Carried out as part of the grant to FUNDESA	100%
3.1.3	Legislation of free trade zones in one of the five stages of development: now employment and investment	Reform proposal	Stage 3	Stage 3	PRESENTED IN DECEMBER. SEE IB-4	100%
3.1.4	Civil service legislation in one of five stages of development.	Reform proposal	Stage 2	Stage 3	Part of the grant to FUNDESA	100%
3.1.5	Diagnosis and action plan to strengthen the national quality system	Proposal	Stage 3	0	Replaced by the “electronic industrial policy form”	
3.1.6	strategy proposal for the use of public-private alliances for national and municipal infrastructure	Proposal	Stage 3	0	Replaced by the “electronic industrial policy form”	
3.2	Efforts to ensure the observance of the supported agreements in the DR-CAFTA.					50%

	Indicator	Unit of Measurement/ Parameter	Goal for Year 2	Progress to July 2013	Narrative explanation of progress:	% of progress
3.2.1	Political memorandum that establishes a system of information from CAFTA-DR about the procedures and regulations, in one of five stages of development	DELIVERED TO THE AUTHORITIES	Finalized	0	Reprogrammed through the new design requested by the Ministry of Economy	0
3.2.2	Workshop on the operation and care of the information system given to functionaries of MINECO, CONAPEX and SAT	Workshops	1	0	Reprogrammed through the new design requested by the Ministry of Economy. CANCELLED	0
		Participants	40	0		
3.2.3	Policy memorandum evaluating the deficiencies in border control, including recommendations to systematize import and export	Memorandum for proposal	Stage 3	Stage 3	The information and the experiences of the users of border services has been collected, as have the results of the Regional Workshop on Trade Facilitation	100%
		Participants	60	113		
3.2.4	Map of the institutional actors in the administration of the free trade agreement	Mapping of actors	Stage 3	Stage 3		100%

Component 4: Environment

	Indicator	Measuring Unit/Parameter	Goal for Year 2	Progress to July 2013	Notes	% progress
					COMPONENT PROGRESS	92%
						100%
IB-1	Number of consultative processes carried out with the private sector as a result of support from the Government of the United States. Restrictive list of Environmental Impact Analyses and law of incentives for a cleaner production.	Consulting processes	2	2	Restrictive listing of Environmental Impact Analyses (consultancy firm of R. Warden) and legislative bill for cleaner production incentives	100%
IB-5	Number of policies, laws, agreements or regulations that promote conservation and sustainable management of the	Number of proposed policies, laws, agreements and regulations.	2	2	Legislative bill for cleaner production incentives and restrictive listing of Environmental	100%

	Indicator	Measuring Unit/Parameter	Goal for Year 2	Progress to July 2013	Notes	% progress
	natural resources that are implemented as a result of the support of the American Government. Law of incentives of P+L and restrictive listing.				Impact Analyses	
IB-6	Number of policies, laws, agreements or regulations in subjects of climate change, adopted or implemented proposals, as a result of the support of the American Government. Proposal of the CC on water, infrastructure and coffee.	Number of proposed policies, laws, agreements and regulations.	1	2	As a product of the grant to IARNA, the following were proposed: the Manual for planning, design, construction and maintenance of rural roads with a focus on merchandise and adaptation to variability and climate change; and the Study that identifies and justifies strategic investments for adaptation to climate change related to water.	100%
F.	Number of training sessions within the framework of policies and regulations for the economic growth of the FTF-USG initiative.	Training sessions	11	13	1) functionaries from MINECO in Energy & Infrastructure Analysis Center and P+L, 2) 2 workshops with the MP, 3) 8 workshops on territorial arranging, and 4) 1 workshop from P+L in Quetzaltenango.	100%
G.	Number of participants in the training sessions on issues of commercial and investment climate.	Total number of participants	92%	203		100%
	Number of Women	Women	37	62		
	Number of Men	Men	55	141		
4	Strengthened public and private institutional ability to comply with the requirements of DR-CAFTA and challenges related to climate change.					
4.1	Improved policy framework for promoting payment systems for environmental services and a cleaner production.					100%

	Indicator	Measuring Unit/Parameter	Goal for Year 2	Progress to July 2013	Notes	% progress
4.1.1	Number of municipalities that add PSA to the municipal policies(the 8 from the MANCUERNA)		1	2	Tacaná and San Pablo, San Marcos	100%
4.1.2	Number of models /policies from PSA introduced.		1	2	By means of two grants with AFOGESHIPS in Tacaná and San Pablo, in San Marcos.	100%
4.1.3	Strategy of financial and non-financial incentives for cleaner production, in one of five stages of development		Stage 3	Stage 3	Presented to MARN by means of a grant to the P+L center	100%
4.2.	Enhanced capacity of MARN to apply and enforce the environmental laws, including the Environmental Impact Analyses.					100%
4.2.1	Analysis of the restrictive listing of Environmental Impact Analysis		Stage 3	Stage 3	After being translated, it was presented to the MARN for approval	100%
4.2.2	Report with analysis and recommendations on curricular reform in aspects of Environmental Impact Analyses at a national university.		Stage 3	Stage 3	Implemented at the UMG in the Masters in Environmental Evaluation and Control	100%
4.2.3	Number of participants in training session on applying environmental legislation: (Prosecution of environmental crimes)					
	PARTICIPANTS		15	65		
	Workshops		1	3		
4.3	Policies, systems and laws to increase the capacity of vulnerable communities to adapt to climate change and to mitigate its negative effects.					67%
4.3.1	Number of people trained in the development and analysis of plans for territorial organization (POTs), considering climate change.		30	56%		100%
4.3.2	Number of workshops in the subject of POTs and climate change.		8	8		100%
4.3.3	Proposal of a policy for climate change for ACOGUA (coffee sector)		Stage 3	0	Not carried out due to lack of interest by the institutional counterpart (ANACAFE)	0

SUMMARY OF PROGRESS
ANNUAL WORK PLAN 2012-2013 (Base Period)

Component	Percentage
Comp. 1: Food Security	74%
Comp. 2: Rural Development	80%
Comp 3: Creation of Commercial Capabilities	83%
Comp 4: Environment	92%
Global Progress of the Plan:	82%

Option Period

Component I: Food Security

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by December 2014	Explanation or narrative of progress:	% of Progress
					COMPONENT PROGRESS	100%
	BASE INDICATORS:					100%
A	Number of private companies, producer organizations, water user associations, women's groups, business and trade associations, and community-based organizations with food security initiatives receiving assistance from the Government of the United States.(1 from INCOPAS and 1 from Alliance for Nutrition)	Businesses	2	2	At present work is being done with ADIC, Casa Feliz on the advocacy pilot experience in SAN, on the framework of advocacy strategy in INCOPAS SAN. Furthermore, work was done with FUNDESA and the Alliance for Nutrition developing a methodological guide to reduce chronic child malnutrition at the community level.	100%
B	Consulting processes (INCOPAS advocacy strategy, SAN strategy for agrarian communities, methodological guide intervention	CONSULTATIONS:	3	3	The consulting process that allowed the crafting of the advocacy strategy was concluded in INCOPAS SAN. Likewise, the SAN strategy for agrarian communities was finalized. Also concluded was the consultation for crafting a Methodological Guide for interventions in SAN.	100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by	Explanation or narrative of progress:	% of Progress
	in SAN)					
C	Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States. (FTF) (INCOPAS, FONTIERRA, MINFIN, SESAN, Alliance for Nutrition)	Institutions	5	5	The institutions strengthened in their capacities are: 1) INCOPAS with the advocacy strategy, 2) FONTIERRAS with raised baseline of 26 agricultural communities, the methodology for developing action plans and staff training; 3) MINFIN with the implementation of a Quality Management System; 4) SESAN with its virtual course on co-responsibility for implementing the PPH0; 5) Alliance for Nutrition with "The Future is Now," a methodological guide to interventions for reducing chronic malnutrition in children and 6) ADIC, Casa Feliz in their advocacy capacities and administrative accounting.	100%
D	Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States.(FTF).(Draft resolution by CONASAN on the compulsory nature of the PPH0 Induction Course and Draft Resolution to institutionalize the use of the methodology provided by the Project in diagnoses of agricultural communities served by FONTIERRAS)	Laws / Regulations	2	2	In the case of FONTIERRAS, the methodology for developing action plans in SAN at the level of Agrarian Communities was institutionalized through the signing of the Management Resolution; in the case of the virtual course, the draft resolution was proposed.	100%
1.1	Strengthened capacity of the Government of Guatemala to plan and implement effective food security programs					100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by	Explanation or narrative of progress:	% of Progress
1.1.1	The presentation and delivery of PPH0 Induction Course to CONASAN	Presentation	1	1	The virtual course was presented to the Secretary of SESAN and his institutional strengthening team, who then drafted a professional development plan so that the course could be given at the beginning of 2015.	100%
1.1.2	The presentation and delivery of PPH0 Induction Course to committees coordinating between USAID and partners in the highlands.	Presentation	1	1	Event planned for January 21, 2015.	100%
1.1.3	Draft resolution of CONASAN to reinforce compulsory nature of induction course for participants in implementing the PPH0	Draft Resolution	1	1	Draft Resolution was delivered	100%
1.1.4	Development, layout and delivery to INCOPAS of the popular version of the SINASAN law	Document Delivery	1	1	The 1,000 copies of the popular version of the law were presented at the Third Meeting of Civil Society represented in the SINASAN which was held on 14 and 15 November of 2013	100%
1.1.5	Construction of the Advocacy Strategy of SAN for INCOPAS.	Strategy	1	1	This product was concluded, having been crafted via a participatory process.	100%
1.1.6	Workshop on socialization and launch of the advocacy strategy in SAN in priority towns.	Workshops	1	1	Conducted on June 26 and 27 of 2014	100%
1.1.7	Pilot project for the implementation of the SAN advocacy strategy with INCOPAS organizations.	Pilot Projects.	1	1	Completed with a grant to ADIC Casa Feliz	100%
1.1.8	A course in acquisitions to improve budgetary implementation for those conducting the PPHO.	Course	0	0	This product will not be drafted; in its place, technical assistance will be provided to MAGA for the preparation of the POA and 2015 budget	N/A

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by	Explanation or narrative of progress:	% of Progress
1.1.9	A pilot workshop to improve budgetary implementation for those conducting the PPHO.	Workshops	0	0	This product will not be crafted; in its place technical assistance will be provided to MAGA for the preparation of the 2015 POA	N/A
1.1.10	Diagnostic and baseline for 26 agricultural communities delivered to FONTIERRAS	Diagnostic/Baseline	1	1	This product was concluded successfully with the approval of FONTIERRAS. The public presentation took place on May 28, 2014.	100%
1.1.11	SAN strategy for 5 agricultural communities delivered to FONTIERRAS	Strategy	1	1	Methodological guide developed for the preparation at community level of SAN action plans focusing on capital	100%
1.2	Coordination between the donors strengthened and a shared vision created by promoting the support to FTF					100%
1.2.1	Development of a methodological guide based on best practices to implement actions at the community level	Methodological Guide	1	1	The Guide was completed and is available to the interested public on the websites of Alliance for Nutrition and of three additional partners.	100%
1.2.2	Grant program for member organizations of the Alliance for Nutrition.	Grant Program	1	1	Grant agreement signed on February 7, 2014.	100%
1.2.3	Event for socializing the guide	Event	1	1	The Guide was publicly presented on November 11 in Guatemala City and November 13 in Quetzaltenango.	100%
1.3	Support for the implementation of USAID strategy in the Western Highlands.					100%
1.3.1	Establishment of departmental coordination committees USAID partners (San Marcos, Quetzaltenango, Totonicapán)	Committees	2	2	The coordination meeting of USAID partners with presence in SAN Marcos was held on September 24, and the coordination meeting of USAID partners with presence in Totonicapán and Quetzaltenango was held on October 23, 2013.	100%
1.3.2	Validation of the contents of the study on SAN intervention methodologies with greatest impact	Event	1	1	Underwent consultation during the event held on November 3 with representatives of USAID and the Systematized Projects. Feedback was received and incorporated into the document.	100%
1.3.3	Publication of the study	Document	1	1	50 CDs are ready for distribution.	100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by	Explanation or narrative of progress:	% of Progress
1.3.4	Launch event for the study on methodologies with impact on SAN, presented to departmental committees on USAID Partners Coordination	Event	1	1	The CD was shared with the USAID partners operating in the Western Highlands, as well as with other key entities. The event was not held, as it was not considered necessary since a series of meetings and a close relationship with USAID partners have been held both centrally and with the Departmental Committees	100%

Component 2: Rural Development

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by December 2014	Explanation or narrative of progress:	% of progress
					COMPONENT PROGRESS	100%
	BASE INDICATORS					100%
A	Number of private companies, producer organizations, water user associations, women's groups, business and trade associations, and community-based organizations with rural development initiatives assisted by the Government of the United States.(An organization of rural businesses working in production chains)	Businesses	1	1	Activity included in the grant to the SARES Foundation.	100%
B	Consulting processes with stakeholders (private sector and civil society):1) BPA/BPM, 2) Livestock Policy	CONSULTATIONS:	2	2	Consulting process on the draft of Livestock Policy and of BPA/BPM was carried out	100%
C	Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States.(FTF)(1) MAGA, 2) President of the Republic (Cabinet Secretary for Rural Development), 3) MINECO, 4) PRONACOM)	Institutions	4	4	Plan for implementation of rural development policy in support of the Presidency of the Republic (Cabinet Secretary for Rural Development) and the Proposed Bovine Livestock Policy was formulated in support of MAGA was developed. Within the framework of the grant to AGEXPORT, PRONACOM and MINECO received support.	100%
D	Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States.(FTF).(1) Strategic information system of exports and	Laws / Regulations	4	4	The Plan for the Implementation of the National Policy for Rural Development was presented to Cabinet for Rural Development, and in October 2013 approval was obtained from the General Cabinet of Government. In December of 2013 a	100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by December 2014	Explanation or narrative of progress:	% of progress
	imports for MAGA production chains, 2) Plan of Implementation of rural development policy, 3) Livestock Policy, 4) Proposed Legal status for organizations of farmers)				proposal for Bovine Livestock Policy was delivered to MAGA. In March of 2014 the Commercial Strategic Information system was delivered to MAGA. In November of 2014, the Proposed Legal status for organizations of farmers was concluded.	
2.1	Institutional frameworks of policies and regulations on sanitary and phytosanitary standards improved and implemented					100%
2.1.1	Systematization of Experiences in BPAs and BPMs for vegetables delivered to MAGA	Document	1	1	Finalized The document was delivered to PIPAA/MAGA	100%
2.2	Policies, legislation and systems for water and irrigation.					100%
2.2.1	Diagnostic of funding sources (conversion of trusts) delivered to MAGA	Diagnostic	1	1	In September 2013, the document containing the report on the state of the trusts of the Ministry that could be subject to conversion was delivered to MAGA	100%
2.3	Policies on rural infrastructure improved and implemented					100%
2.3.1	Proposal for investment in rural roads, prioritized and documented. Delivered to MAGA and MICIVI	proposal	1	1	In August of 2013, this Proposal for prioritized investment in rural roads was delivered to MAGA and MICIVI.	100%
2.3.2	Dissemination and validation of the proposal	Validation	1	1	In August of 2013, this Proposal for prioritized investment in rural roads was delivered to MAGA and MICIVI.	100%
2.4	Access to rural financial services improved and expanded.					100%
2.4.1	Study of supply and demand of financial services for 3 production chains in the area of FTF presented to users.	Studies	2	2	In August 2013, the study on the supply of financial services in the area of FTF was concluded. As part of the grant to AGEXPORT, a study on demand was performed and presented at the Western Business Meeting held on September 30 and October 1 of 2014.	100%
2.4.2	Study of supply and demand of financial services for 3	Studies	2	2	In September 2013 MAGA was given the document containing the study on the	100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by December 2014	Explanation or narrative of progress:	% of progress
	production chains in the area of FTF delivered to MAGA.				Offer of Financial Services in the area of FTF	
2.4.3	Hosting of a Financial Services Fair between IFIs and productive chain projects in the area of FTF	Fair	1	1	This Financial Services Fair was held at the Western Business Meeting on September 30 and October 1 of 2014	100%
2.4.4	Document that analyzes the conditions of relevance, best practices in constitution, government, administration, implementation, scale and scope that a guarantee fund requires	Document	1	1	In September 2013, the paper on Guarantee Funds was completed and published	100%
2.4.5	Event for the presentation of the analysis of guarantee funds	Event	1	1	In August of 2013, an event was held to present the document analyzing guarantee funds	100%
2.5	Cross-cutting issues of the Rural Development component.					100%
2.5.1	Institutional design of the Commercial Strategic Information system for MAGA. Delivered	Proposal of Institutional Design	1	1	Institutional design of the Commercial Strategic Information system delivered to MAGA in January of 2014.	100%
2.5.2	Institutional design of the Commercial Strategic Information system for MAGA. Delivered	Proposal of Institutional Design	1	1	Operative design of the Commercial Strategic Information system delivered to MAGA in March 2014.	100%
2.5.3	Strategy to support productive chains in the area of FTF for innovation, marketing and post-harvest handling delivered to MAGA	Strategy	1	1	Delivered November 2014.	100%
2.5.4	Formulation of a national plan for rural development	proposal	1	1	In October of 2013, the General Government Cabinet approved the plan for implementation of Rural Development Policy.	100%
2.5.5	Private investment strategy for rural development in support of the territorial competitiveness boards designed and delivered to MINECO	Strategy	1	1	On November 17, 2014, there was a public presentation of the strategy, which was delivered to MINECO. Activity included in the grant to AGEXPORT.	100%

	Indicator	Measuring Unit/Parameter	Goal for FY 2014	Progress by December 2014	Explanation or narrative of progress:	% of progress
2.5.6	Proposal of livestock policy delivered to MAGA	Policy Proposal	1	1	In December of 2013, a proposal for Bovine Livestock Policy was delivered to MAGA.	100%

**SUMMARY OF PROGRESS
ANNUAL WORK PLAN 2013-2014 and
FY 2014-2015 (OPTION PERIOD)**

Component	Percentage
Comp. 1: Food Security	100%
Comp. 2: Rural Development	100%
Global Progress of the Plan:	100%

VI. DIFFICULTIES IN IMPLEMENTATION

The limitations arising in the implementation of this sort of project can be of a political or operational nature. Political barriers arise in relation to the interests of the authorities and key or priority level actors within the government agenda; to address these limitations, a delicate sense of tact is needed, along with processes that aid awareness of and sensitivity to the need for intervention issues. Operational limitations are easier to address, but they tend to be complex in their institutional logistics. The main limitations or problems that arose during the implementation of the project were:

- The weakness of institutions, mainly in the management and implementation of policies and programs in several counterparts of the GoG, especially marked by a limited presence in the field (at the departmental and municipal level) and a high degree of centralization, concentration, and politicization of government functions to coordinate efforts in rural areas. This institutional weakness complicates the coordination of efforts with and within the government.
- The high turnover rate of personnel in various institutions in the government of Guatemala, the poor performance of these individuals, centralism in decisions, and the lack of professionals with expertise in some areas of public administration, led in many cases to the need to restart processes or update them. Concrete examples of this were the changes in authorities and officials in the Customs System (SAT [Tax Administration Superintendency]); in MAGA with PAFEC; and weaknesses of design and implementation of the Customs Act, which came into force in January 2012, delaying the training program for efficient port operations. Furthermore, changing the Director of Institutional Strengthening SESAN was a limitation to advancing as planned with the multimedia e-Learning course “Institutional responsibility in the implementation of the Zero Hunger Pact Plan.”
- In institutions with which we have worked, protocols do not typically exist for facilitating the implementation of administrative or substantive processes, and if they do, they are very complex in their formulation.

- Most technicians at an operational level in institutions enforcing policies do not know those policies nor have they participated in their formulation; they are not aware of interventions that concern them or how to implement them.
- There are major constraints on lobbying in projects of this nature. For example, the legislative agenda does not reflect the interests and national priorities; political parties do not seem to exist as entities that work to translate the interests of the population into specific projects (bills pertaining to issues of relevance and collective interest).
- MESAN, which was the forum for discussion and negotiation of Government and its development workers in SAN [Food and Nutritional Safety], was replaced by the Group of Support Institutions (GIA, Spanish acronym) that links the group of development workers and SESAN; this same group of development workers is also coordinating the actions of PNDRI through the Executive Secretariat of the Cabinet for Rural Development.

The factors that contributed favorably to the implementation of the project and the success of its goals were:

- Pertinence of the issues of the project, which fits within the needs of partner institutions;
- Flexibility of the project to adapt itself to the forms and rhythms of the governmental partners and those from the private sector;
- Knowledge and experience of the project team as concerns public function and local politics;
- Support of high-ranking government officials for the activities of the project; and
- Project's strategy for facilitating and nurturing counterpart institutions, as they became protagonists of change processes.

VII. LESSONS LEARNED

For technical assistance to be successful, it is key that:

- There exists a genuine and legitimate interest, as well as a need on the part of institutional authorities with whom one works.
- Well-defined teams exist in the institutions with goals, common data sources and delegation of authority at all levels, from authorities to technicians as well as administrators and finance staff.
- Institutional guidelines and criteria prevail over personal ones, to prevent high staff turnover from impeding the processes initiated.
- Should be flexibility to accommodate projects and change processes in order to respond to unforeseen conditions.
- Effectiveness of counseling initiatives for cooperation passes through institutional strengthening, which in turn is transformed by strengthening the civil service system, by the simplification and transparency of procurement and contracting processes, and by a system for monitoring physical progress linked to the budget.

- Involvement of high-level officials in government and/or decision-makers is essential for the progress and achievement of the objectives, as well as ownership of the initiatives by the levels of middle management and operational staff of partner institutions. Therefore, it is important to work on three levels: i) authorities; ii) media and technical controls; and iii) municipal and operational level.
- Much technical support to partners is required to achieve the expected results, whether these are private sector organizations, civil society, or government institutions.
- To build capacity, leadership processes must rest in the hands of teams of organizations / institutions with the technical support of cooperation projects.
- The Fixed-Obligation Grant is a very effective tool for the awarding of grant agreements to NGOs with little or no experience in implementing grants funded by the Government of the United States. Upon using this modality, the grantee is assisted in improving their institutional capacities for the implementation of grant activities. The activities and products are predetermined and the grantee receives payment on delivery of the goods or achievement of objectives, which represents less risk to the project. The awarding and negotiation process is thorough and may take longer than other modalities, since a detailed analysis of the overall budget and product is necessary in order to determine that the costs are reasonable, allowable and allocable. The stage of administering grant agreements is easy and allows greater control.
- Local organizations, organized through perceived needs, can be efficient in the use of allocated resources when they have counseling and assistance to strengthen them not only on the technical side, but also on the part of administration and finance in the execution of projects. With the strengthening of local organizations, the local management capacity increases.
- The transfer of knowledge, skills, and abilities is central to achieving results and embedding competencies in local entities, which is at the heart of the concept of public advisement developed by the Project.

VIII. RECOMMENDATIONS FOR FUTURE INTERVENTIONS

- Projects are flexible to adapt to change processes and can respond to unforeseen conditions.
- Resources be included to generate alliances and advocate so that the following are improved: the civil service system, the simplification and transparency of procurement and contracting processes, and a system for monitoring physical progress linked to the budget.
- Depending upon the issue, actions at a central level of authorities and middle-management level be considered, as well as those at the municipal and operative level.
- Incorporate grant resources into initiatives that allow flexibility and the procurement of products and commitments with key non-governmental entities.
- Issues of rural development not limited to agriculture, but focused on economics, should be addressed to foster a more systemic view of rural intervention and contribute to its development.

IX. LIST OF DOCUMENTS FOR THE DEVELOPMENT EXPERIENCE CLEARING HOUSE (DEC)

(See next page)

		With INCOPAS and in coordination with SESAN, the popular version of the National SAN Policy and SINASAN Law were worked on, to be released by INCOPAS to civil society organizations to improve knowledge of both.	
1.2		Coordination between the donors strengthened and a shared vision created by promoting the support to FTF	
1.2.1		Mapping of International Cooperation Projects Contributing to Food and Nutrition Security in the Western Highlands of Guatemala. This paper makes visible the stakeholders in international cooperation, both bilateral and multilateral, that fund and in some cases implement projects on the topic of SAN in the Western Highlands, identifying the link between projects and components of Zero Hunger Pact. 55 projects funded by 19 development workers for a total of US \$ 724.5 million were mapped. The purpose of the mapping was to provide relevant information to strengthen coordination mechanisms in order to complement and enhance both the efforts of government and cooperation, as well as make progress in the alignment of cooperation with national policies and priorities for SAN. SESAN was given both the document and the base in Excel so that it can be regularly updated.	8
1.2.2		SAN Strategies for International Aid with Activities in the Western Region of Guatemala. September 2012. This paper provides a comparative study of similarities and differences among SAN strategies of various international aid agencies operating in the Western Highlands of Guatemala. September 2012.	9
2		Environment for improved agricultural and non-agricultural development.	
2.1		Improved institutional frameworks for policy and regulations concerning MSF.	
2.1.1		Institutional analysis and proposal for the design of an Integrated Agricultural and Environmental Protection Program - PIPAA (Spanish acronym). This study reflects the openness and increased international trade, demanded by institutional strengthening of public services that provide guarantees of the agricultural health and harmlessness of the products that a country produces and sells. This paper analyzes the main problems and institutional constraints of PIPAA and proposes changes to related legal instruments in order to overcome these limitations, retaining the strengths that have been key to the program during its years of operation. The project provides support through specialized technical assistance in conducting, validation and presentation of the study. May 2013.	10
2.1.2		Explanatory statement and bill of INSAVE. Document that presents the rationale, context analysis, history, legal and institutional framework as a basis for the proposed establishment of the Institute for Harmlessness of Food, Animal and Vegetable Health (INSAVE, Spanish acronym). June 2012.	11
2.2		Policies, legislation and systems for water and irrigation.	
2.2.1		National Irrigation Development Policy 2013-2013 This document contains the MAGA policy promoting irrigation, through which strategies for developing irrigation in Guatemala are established with the ultimate aim of improving rural economies and boosting agriculture practiced by small and medium producers. The Project supports MAGA with technical assistance specialized to formulate, consult and validate policy. February 2013.	12
2.2.2		National Irrigation Diagnostic for Guatemala	13

		Document from MAGA that outlines information concerning agricultural irrigation in the country, with which existing data can be obtained, collated, analyzed and validated. The paper describes the benefits of irrigation, a legal framework concerning the use of water for irrigation, supply and demand of water resources and potential irrigation. Finally, a regional profile and potential modalities are developed. The Project supported the collection of information in the Western Highlands, where the FTF initiative and technical assistance for the consolidation of national data are located.	
2.3		Policies on rural infrastructure improved and implemented	
2.3.1		Profile and analysis of the model of institutional, legal and technical management of rural road infrastructure in Guatemala. The aim of this study was to document the current model of rural road infrastructure that exists in the country from the institutional, legal and technical perspective, and to determine if the model has been successful in expanding, maintaining and improving the infrastructure to support economic growth and rural development. The paper also discusses the implications of the model and makes recommendations consistent with the findings. IA Center, March 2013.	14
2.3.3		Introducing the proposed investment in rural roads in the PLANOCC [Strategic Plan for Food and Nutritional Safety for the West] zone. This study defined priorities for investment in road infrastructure for the potential development of regional agricultural production and identified priority areas for investment in order to boost economic growth, job creation and poverty alleviation in the Western Highlands of Guatemala. In addition, estimates were made of the magnitude of public investment needed to improve road infrastructure in the region and boost economic growth. IARNA, February 2013.	15
2.4		Access to rural financial services improved and expanded.	
2.4.1		Consulting on the development of agricultural insurance for Guatemala. Document prepared by the Project for MAGA. Contains background, conceptual and institutional framework; describes the status and progress to date of the study in relation to government policies and other similar initiatives. Finally, it defines short-, medium- and long-term actions. Arno Loewenthal, May 2012.	16
2.5		Cross-cutting themes to support rural development	
2.5.1		Exporting Municipality, income generating model and employment in the interior of the country. This paper shows the fundamental characteristics and prevailing conditions for successful export activities at the municipal level. From this description, the proposed theoretical model of the exporting municipality was formulated; this model was validated through interventions in three municipalities through the work of entrepreneurs who identified opportunities to promote business in partnership with local organizations. AGEXPORT, June 2013.	17
2.5.2		Economic impact on women of small-scale farming in the Western Highlands of Guatemala. This study identifies and estimates the economic impact of competitive smallholder agriculture on women in the Western Highlands of Guatemala, as a contribution to the design of differentiated policies in this sector. IARNA #59, May 2013.	18
2.5.3		National typology of agricultural producers, with special reference to the	19

		Western Highlands of Guatemala. This study characterizes the population of farmers in Guatemala through the definition of homogeneous groups according to socioeconomic and institutional variables oriented using the socio-economic system defined by Gapollin (2006) and used by IARNA as a support for some of his research. IARNA, March 2013.	
3		INSTITUTIONS RELATED TO COMMERCE EFFICIENT AND TRANSPARENT, AND BUSINESS CLIMATE IMPROVED.	
3.1		Business and competitiveness climate improved	
3.1.1		Guatemalan Integrated Policy for Foreign Trade, Competitiveness and Investment. CONAPEX document setting out policy related to competitiveness, export supply, market access, trade promotion and investment attraction. The document was produced with support from members of CONAPEX with technical assistance from the Project to facilitate the process of discussion and consultation of stakeholders. The Project also aided in the publication of the document and the launch event. February 2012.	20
3.1.2		Explanatory statement and draft law on the promotion of investment and employment. The first part of the paper is the preamble in which reasons are given for the presentation of the Project and its background, conceptual, legal and institutional framework. The second part of the paper presents the draft law itself with its chapters and articles clearly structured. The Project supported this initiative by providing professional technical assistance for comparative analysis, formulation, consultation and validation of the draft law. December 2012.	21
3.1.4		Benchmarking systems of incentives for attracting investment. This document presents the final results of the comparative analysis of systems of incentives for attracting investments in several countries in Latin America by way of establishing best practices and success stories and thus substantiating the basis for the formulation of the draft law for promotion of investment and employment. Osvaldo Luis Lapuente, November 2012.	22
3.1.5		National Competitiveness Agenda 2012 - 2021 The compendium includes the National Agenda and institutional agendas for ministries and executive secretaries. The purpose of the agenda is to improve the business climate in order to attract domestic and foreign investment generating formal jobs for Guatemalans. This version was based on the agenda formulated in 2005 by an update of competitiveness gaps and coordination was made with each ministry to prepare an agenda directly related to each of the main factors that determine the productivity of the country. The Project provides technical assistance in the analysis and formulation of the contents, as well as the printing of documents and support for the official launch event. February 2012.	23
3.1.6		Action Plan for Modernization of Management of Civil Service and the program of passive classes for civilians in Guatemala. This paper analyzes activities carried out by ONSEC until 2011 in terms of its legal, technical and financial strengthening, and draft amendments to the Civil Service Act to propose an action plan for the modernization of the system. FUNDESA (product 2), February 2013.	24
3.1.7		Road Map for Improvements in Doing Business. Paper presented at the International Finance Corporation outlining and prioritizing	25

		intervention actions to improve the country's position in the ranking of Doing Business. The document was prepared by FUNDESA, CONAPEX and MINECO. The project provided specialized technical assistance in the formulation and discussion of the action plan and logistical support for the event to launch the "road map" project. February 2012.	
3.1.8		Exposition on Motives for and Draft of the Law on Simplified Capital Companies. Document containing the background, rationale and proposed bill. The Project aided in the analysis, discussion and formulation of this proposal through a grant program to FUNDESA. FUNDESA May 2013.	26
3.2		Efforts to ensure the observance of the supported agreements in the DR-CAFTA.	
3.2.1		CABI US Business Opportunities Model (print only) CAMAGRO [Chamber of Agriculture] document that serves as a tool of economic intelligence and markets, allowing current and potential exporters of this and any other sector, to meet the economic reality of the United States of America, as well as providing information that will allow them to find businesses and buyers in states with higher rankings and a better profile. The Project assisted in the publication of the paper and the workshop presentation. August 2012.	27
3.2.2		Diagnosis of the efficiency of import and export operations in ports, with emphasis on horticultural products, coffee and supplies for the food industry. The document supports the evidence found in existing diagnostic and studies to date on logistics capabilities of ports. Furthermore, identification was made of the most important processes taking place within the port facilities and services that make up the maritime logistics. This is accompanied by qualitative research in which consideration is given to the main problems affecting operations at ports to validate and deepen data from secondary sources and to make relevant recommendations. Center for National Economic Research (CIEN, Spanish acronym), July 2013.	28
3.2.3		System of Information and Institutional Responsibilities for the administration of DR-CAFTA. The purpose of this study was to evaluate the legal and institutional aspects incorporated into national legislation and administrative structures of foreign trade in treaty member countries in order to identify successful experiences that can be replicated in Guatemala and thus comply with the commitments of the treaty. Carlos Roberto Pérez Gaitán, July 2013.	29
4		PUBLIC AND PRIVATE INSTITUTIONAL CAPACITY TO COMPLY WITH THE DR-CAFTA REQUIREMENTS AND CHALLENGES RELATED TO CLIMATE CHANGE.	
4.1		Framework of policies to promote payment systems for environmental services (PSA, Spanish acronym) and cleaner production.	
4.1.1		Ministerial agreement on the creation of the Committee of Cleaner Production. Document containing a copy of the ministerial agreement published in the periodical Official Journal of Central America on August 30, 2012. Also includes the ministerial agreement project. The Project aided MARN with technical assistance for analysis and formulation of the legal and committee structure proposals.	30
4.1.2		Systematization of best practices for the Implementation of Compensation Mechanisms for Environmental Services This document identifies 35 best practices for payment for environmental services	31

		and systematizes three cases whose achievements have been successful. Within it a description is given of national NGOs that are responsible for the co-management of protected areas and have actively participated in the search for mechanisms allowing greater sustainability. Byron Medina Fernández. June 2012.	
4.1.3		Identification of financial and non-financial incentives of cleaner production applicable in the agricultural sector. This document seeks to optimize the use of resources in any production process as well as minimize the impact to the environment. It also responds to the need to inform, train and motivate certain practices for cleaner production. Center for Cleaner Production, June 2013.	32
4.1.4		Proposed strategy for the design and adoption of incentive mechanisms directed to the agricultural sector. As a follow-up to the proposal of financial and non-financial incentives for cleaner production, this paper serves as an input to the Committee of Cleaner Production in the implementation of the proposal. Center for Cleaner Production, June 2013.	33
4.2		Enhanced capacity of MARN to apply and enforce the environmental laws, including the Environmental Impact Analysis.	
4.2.2		Analysis of EIA screening procedures within MARN with recommendations. This paper analyzes the current use of restrictive listing to classify projects according to their risk level, proposing a series of recommendations based on observations, interviews and comparisons with other environmental assessments to improve the efficiency and effectiveness of the review process and classification projects within the MARN. Richard Worden, May 2013.	34
4.3		Policies, systems and laws to increase the capacity of vulnerable communities to adapt to climate change and to mitigate its negative effects.	
4.3.1		Climate change and its inclusion in municipal land use plans. This paper contributes to the implementation of the National Climate Change Policy, specifically with regard to the inclusion of adaptation plans in the formulation of land use plans at the municipal level, so that they can contribute to reducing the vulnerability of populations to the threats of climate change. The Project provided support for course preparation and guidance for incorporating climate change variables in management plans and support in the initial training courses on the subject for officials of MAGA, MARN and municipalities Western Highlands Miguel Duro, June 2013.	35
4.3.2		Manual for the planning, design, construction and maintenance of rural roads with a focus on management and adaptation to variability and to climate change. This manual serves as an aid to planners of rural roads, in the sense that it provides recommendations to integrate simple techniques in all phases of the project cycle: from planning, design, construction and maintenance, to its management and decision-making. Special considerations are made to motivate the adoption of measures to adapt to climate change and variability, thereby seeking to maximize their contribution to rural development. IARNA # 53, June 2013.	36
4.3.3		Study that identifies and justifies strategic investments for adaptation to climate change related to water This document discloses the current and future situation of water resources in the Western Highlands of Guatemala and proposes strategic investments that will improve water management and promote adaptation to climate change in this	37

		region. IARNA # 54, April 2013.	
4.3.4		<p>Practices of adaptation of agriculture to climate change that are already being adopted by small farmers of the Western Highlands of Guatemala.</p> <p>This study addresses the current water vulnerability of the Western Highlands and the prospects for change that have arisen and that will become more pronounced given the extreme climate variability and climate change. The paper conceptualizes good practices and important elements for systematization. IARNA # 57, June 2013.</p>	38
4.3.5		<p>Study that identifies management practices of water for adaptation to climate change.</p> <p>This paper systematizes good water management practices being implemented by farmers in the Western Highlands of Guatemala for the purpose of developing adaptation measures to climate change that can be adapted to other areas of the highlands to thereby respond and support implementation of the National Climate Change Policy. IARNA # 58, June 2013.</p>	39

**OVERVIEW OF SUPPORTED PRODUCTS AND DOCUMENTS
OPTION PERIOD**

1	IMPROVED CAPACITY OF THE GoG TO PLAN AND IMPLEMENT EFFECTIVE FOOD SECURITY PROGRAMS.	AUTHORIZATION TO UPLOAD TO DEC
1.1	Improved capacity of the GoG to plan and implement effective food security programs.	YES
1.1.1	<p>E-Learning multimedia course “Institutional co-responsibility in the publication of the Zero Hunger Pact Plan”. Brief description: The course aims to raise awareness and encourage institutional and citizen participation in the implementation of PPH0, providing elements to strengthen knowledge of the problems of food and nutrition insecurity, its causes and consequences and articulate the actions of the Plan with the skills and institutional mandates for inclusion in the operational plans and annual budgets in the context of results-driven management. The course will be offered on- and off-line. The latter option is required for cases in which access to the Internet is limited or non-existent. The length of the course is four weeks. Students may opt for a certification that can be printed on-line after completion of an assignment and its scoring by SESAN. The modality of the course will allow broad coverage at a minimal expense.</p>	1
1.1.2	<p>The strategy of Advocacy for Food and Nutritional Safety of INCOPAS Brief description: The strategy seeks to strengthen the flow of information between the representatives of the ten sectors involved in the Institution for Consultation and Social Participation and the National Food Security Council with grassroots organizations to conduct a monitoring from the base and a joint advocacy that allows maternal and child health services, water and sanitation, education and technical assistance to strengthen family farming and income generation, to reach communities in an integrated way in order to improve food security and child nutrition.</p>	2
1.1.3	<p>Pilot project for the implementation of the SAN advocacy strategy with INCOPAS organizations. Brief description: The SAN Advocacy Strategy of INCOPAS was put into practice, through a grant distributed to the ADIC Association, Casa Feliz, which is an organization of indigenous women that also belongs to the Alliance of Rural Women which brings together 200 grassroots organizations. ADIC worked to strengthen Community Organizations in 13 communities, monitoring the arrival to communities of maternal and child health services, water and sanitation, education and technical assistance to strengthen family farming and income generation; based on the findings, ADIC conducted advocacy meetings at the level of Community Development Councils (COCODES), in 4 municipalities, at the departmental level and at the level of central authorities, the latter addressed in conjunction with the INCOPAS. This experience also allowed the systematization of the methodology used, so that it serves as a basis for other organizations, hence <u>the inclusion of this methodology for ensuring advocacy, of the final report with the results of the advocacy process, and of the final report of the ADIC Casa Feliz Grant.</u></p>	3
1.1.4	<p>Diagnosis and Baselines of the food and nutritional safety situation with a focus on capital (human, social, natural, physical and financial) of 26 Agrarian Communities (FONTIERRAS). Brief description: Together with the technical team of the Directorate of Sustainable Agrarian Communities(DCAS), a methodology for community food and nutritional safety diagnostics was formulated, validated and implemented in 26 agricultural communities, which are those that</p>	4

	are included. Each diagnostic includes a summary of the methodology used and the status of each capital in the community (human, social, natural, physical and financial capital) at the beginning, as well as indicators and qualitative aspects that explain why they are included. Additionally, a database is included that contains the baseline for agrarian communities.	
1.1.5	Methodology for drafting community plans for improving food and nutritional safety (FONTIERRAS) Brief description: The methodology is participatory, developed and validated at the community level with the technical team of the Directorate of Agricultural Sustainable Communities (DCAS). The steps, people responsible, results, actions and tools used to develop participatory, simple and comprehensive community action plans are included, with a focus on capital, to improve the living conditions of the population located in agricultural communities or business associations, in order that these transition into sustainable farming communities living with dignity. This methodology was approved by management resolution of FONTIERRAS.	5
1.2	Coordination between the donors strengthened and a shared vision created by promoting the support to FTF	
1.2.1	Community Guidelines for the prevention of chronic child malnutrition and strengthening food and nutritional safety “THE FUTURE IS NOW” Brief description: The Community Guide presents a methodology on how to take action at the community level to reduce chronic child malnutrition, based on experiences and good practices that have proven effective for reducing this scourge. It proposes five components at each step and action plans, including tools provided by different shareholders who have been working on food and nutritional safety, for each of the activities. The Guide is available on the websites of Mejoremos Guate [Let’s Improve Guatemala] / Alliance for Nutrition and can be downloaded by interested parties for use free of charge.	6
1.3	Support to the implementation of the USAID strategy in the western highlands.	
1.3.1	Experiences with impacts on income, nutrition and reducing child malnutrition Brief description: The document gathers evidence of different initiatives that have been evaluated and shows how greater integration of strategic interventions achieved a greater impact on food and nutrition security and a reduction in chronic child malnutrition. The initiatives included and their evaluations permit the identification of combinations of sectoral and multisectoral actions and their impact, sometimes on income, other times on both income and on diet diversification, and other times impacting with greater comprehensiveness the reduction of chronic malnutrition. For the analysis, the model adapted by Spring An-glee/USAID was used from the discussion document of the International Food Policy Research Institute (IFPRI): “The agriculture-nutrition disconnect in India, What Do We Know?” (Gillespie, S., J.Harris y S. Kadiyala, 2012): this document describes seven routes that connect agriculture with a positive nutritional impact.	7
2.4	Access to rural financial services improved and expanded.	
2.4.1	Study on Financial Service Offers for Feed the Future. Brief description: A variety of factors in supply and demand generate poor financial inclusion, characterized on the supply side by the presence of few and sometimes fragile financial intermediaries, with a reduced service, poor quality range, no appropriate to the needs of the applicants and high effective cost, including interest rates and transaction costs. This study takes this analysis of the offer made by Banks, Credit Unions and Microcredit NGOs that offer services in the area of the FTF initiative.	8
2.4.2	Characterization of Financial Products and Services in three production chains in the FTF area Brief description: It contains a gap analysis of the market (supply / demand), developed in the previous two	9

	studies done by the Project. The analysis covers accessibility criteria, conditions, volume, collateral, interest rates, destination, seasonality. The analysis will allow IFIs to have a frame of reference on demand conditions to adapt their offer and allow productive chains, mainly vegetables, coffee and potatoes in the FTF area, to structure their demand for financial services in terms of supply, and allow the technical assistance projects carried out in the area to understand and address this issue with more technical knowledge and better focus its interventions.	
2.4.3	Conceptualization of Credit Guarantee Funds as a tool for financial inclusion of small and medium farmers in Guatemala Brief description: Given the difficulties of access to financial services for reasons of constraints and market barriers identified in the studies and the high level of perceived risk in the agricultural sector by the IFIs (Banks, Credit Unions and Microcredit NGOs), it was decided a review of the design and operation of the MAGA Guarantee Fund “GUATEINVIERTE” and other national and international experiences was required, resulting in a workshop proposal for a new model constitution, governance, structure and operation to Credit Guarantee Fund, which is available to the Government, the IFIs and rural producers.	10
2.5	Cross-cutting themes to support rural development	
2.5.1	Systematization of successful Post-Harvest and Market Value Recovery practices in vegetable production chain coverage area of the FTF initiative Brief description: A study that as a preliminary input, systematizes post-harvest and production value recovery practices of three chains of vegetables, where practices that generate recovery of production value by an average of 15% can be identified.	11
2.5.2	Legal Status Proposal for organizations of small farmers in rural areas of Guatemala Brief description: The diversity of legal forms that organizations of mainly agricultural producers have taken and can take have a series of legal, fiscal and governance implications that do not reflect their current dynamic or their needs. The study shows the current situation and proposes alternatives for legislative amendment that would be better adapted to the needs of rural producers.	12
2.5.3	Proposal of livestock policy delivered to MAGA Brief description: The National Bovine Livestock Policy 2014-2018 approved by the Government in February 2014, proposes, through four strategic axes, the introduction of agrosilvo-pastoral models adapted to the ecological zones of the country, aimed at the conversion in Guatemalan cattle farms, coupled with the care of the tributaries of water and the recovery of degraded soils, which could be used for better seasonal management of food and to correct nutritional problems of livestock and re-launch this subsector market into the economy with better competitive conditions.	13
	Others	
	Quarterly and Annual Progress Reports (issued during the execution of project activities)	14

X.LISTING OF ANNEXES

ANNEX A: Financial Performance Report

ANNEX B: Summary Table of Training Activities

ANNEXES BY COMPONENT (in digital format)

Component I: Food Security

- 1.1 Report on awareness strategy to position the subject of chronic malnutrition
- 1.2 Report on SESAN restructuring proposal
- 1.3 E-Learning multimedia course “Institutional co-responsibility in the publication of the Zero Hunger Pact Plan”.
- 1.4 Explanatory model of the low availability of food at home and the low income of rural farming families, limiting to reach PH0 results with competition from MAGA
- 1.5 Evidence of strategic products that contribute to achieving results: i) improvement of rural household income and ii) improving protein calorie consumption of agricultural rural families.
- 1.6 Training in SAN with an emphasis on public policies to 26 persons (17 women and 9 men) representing INCOPAS and municipal monitors of SESAN.
- 1.7 Analysis of the capacity for advocacy of the organizations integrating the 10 sectors making up INCOPAS.
- 1.8 The strategy of Advocacy for Food and Nutritional Safety of INCOPAS
- 1.9 Popular version of the Nation Policy for Food and Nutritional Safety and of the Law of the National System for Food and Nutritional Safety.
- 1.10 Advocacy methodology for food and nutritional safety beginning at the community level
- 1.11 Final Report on Advocacy Process
- 1.12 Final Report on the ADIC Casa Feliz Grant
- 1.13 Experiences with impacts on income, nutrition and reducing child malnutrition
- 1.14 Methodological guide for the implementation of activities at the community level.
- 1.15 Diagnostics and baselines from 26 agrarian communities--FRONTIERRAS
- 1.16 Methodology for developing community action plans to improve food security in farming communities served by FONTIERRAS
- 1.17 Annexes 1 to 5--Methodology for the drafting of Community Action Plans for Food and Nutritional Safety
- 1.18 Method Synthesis--Methodology for the drafting of Community Action Plans for Food and Nutritional Safety
- 1.19 Management Resolution--FONTIERRAS
- 1.20 Memory Aid for Forming the Quiché Committee
- 1.21 Memory Aid for Shaping of Huehuetenango Committee
- 1.22 Memory Aid for Shaping of Totonicapán and Huehuetenango Committee
- 1.23 Memory Aid for Shaping of San Marcos Committee
- 1.24 Document: “Progress, findings, challenges and proposal to improve coordination within the framework of the Western Highlands Integrated Program (WHIP)”

Component 2: Rural Development

- 2.1 Institutional Analysis and Redesign of PIPAA
- 2.2 Irrigation Promotion Policy 2013-2023

- 2.3 Status of trusts subject to conversion that could contribute to the implementation of Irrigation Policy
- 2.4 Profile and analysis of the model of institutional, legal and technical management of rural road infrastructure in Guatemala.
- 2.5 Economic, financial and budgetary analysis of the management model of rural road infrastructure in Guatemala
- 2.6 Design of Rural Roads Program Profile run by the Ministry of Communications, Infrastructure and Housing via management of external financing
- 2.7 Conceptualization of Credit Guarantee Funds as a tool for financial inclusion of small and medium farmers in Guatemala
- 2.8 Study on Financial Service Offers for Feed the Future.
- 2.9 Study of Demand of Products and Financial Services for the three productive chains in the FTF area
- 2.10 Characterization of Financial Products and Services in three production chains in the FTF area
- 2.11 Proposal of livestock policy delivered to MAGA
- 2.12 Implementation Plan for the National Policy for Rural Development (full version and mediated version)
- 2.13 Final Report of the Commercial Strategic Information system for MAGA.
- 2.14 National typology of agricultural producers, with special reference to the Western Highlands of Guatemala.
- 2.15 Economic impact on women of small-scale farming in the Western Highlands of Guatemala.
- 2.16 Final Report on the Exporting Municipality Proposal
- 2.17 Systematization of successful Post-Harvest and Market Value Recovery practices in vegetable production chain coverage area of the FTF initiative
- 2.18 Legal Status Proposal for organizations of small farmers in rural areas of Guatemala

Component 3: Crafting Commercial Capacities for Regional Development:

- 3.1 Draft law on Amendments to the Commercial Code and Draft Law on Simplified Capital Partnerships.
- 3.2 Integrated Foreign Trade Policy
- 3.3 Initiative 4644: Law for the Promotion of Investments and Employment
- 3.4 Initiative 4647: Law on a National System of Competitiveness and Productivity.
- 3.5 Presentation from the Electronics Firm SEADEx – MINECO
- 3.6 Plan of action to modernize the Civil Service in Guatemala – FUNDESA (Spanish acronym)
- 3.7 System of Information and Institutional Responsibilities for the administration of DR-CAFTA.
- 3.8 Diagnostic on port operations efficiency
- 3.9 Final Consulting Report on the Training of Customs Personnel

Component 4: Environment

- 4.1 Memorandum of the Forum on PSA AGEXPORT, Guatemala City and Experiences PSA of Guatemala.
- 4.2 Implementation of two pilot projects associated with awareness and dissemination among the residents of these municipalities, of the importance of PSA in the conservation and management of natural resources in the cities of San Pablo and Tacaná and their local AFOGESHIP associations, of the San Marcos department.
- 4.3 Ministerial agreement formalizing the Committee of Cleaner Production.
- 4.4 Memorandum on the Training Workshop on Cleaner Production to agricultural officials and businessmen from the west of the country for cleaner production and good agricultural practices to be implemented in value chains.

- 4.5 Report from the Center of Cleaner Production containing a study of financial and non-financial incentives of cleaner production in the agricultural sector and a strategy for its implementation.
- 4.6 Report on the appropriateness of an exhaustive list as a tool for categorizing the impact of projects subject to environmental assessment.
- 4.7 Memorandum on a training workshop for 34 public prosecutors from five departments of Guatemala in environmental criminal prosecution.
- 4.8 Notes concerning 8 training workshops for representatives of 9 municipalities in the west of the country in the design of Land Management Plans considering the variable of climate change.
- 4.9 Guide to enactment of the variable of climate change on land use plans at the municipal level.
- 4.10 Manual, drafted as part of the IARNA grant program, for the planning, design, construction and maintenance of rural roads with a focus on management and adaptation to variability and to climate change.
- 4.11 Study, drafted as part of the IARNA grant program, that identifies and justifies strategic investments for Adaptation to Climate Change Related to Water
- 4.12 Study, drafted as part of the IARNA grant program that identifies and justifies water management practices for Adaptation to Climate Change.
- 4.13 Study, drafted as part of the IARNA grant program, that identifies adaptation practices for agriculture to climate change that are already being adopted by small farmers in the Western Highlands of Guatemala.
- 4.14 Memorandum on a workshop reviewing the curriculum content of the Diploma for Sustainable Construction considering climate change in support of Sustainable Green Building Council (composed of faculties of Architecture of universities: URL, UMG and USAC)
- 4.15 Memorandum on a workshop for updating the curriculum of the Master Evaluation, Control and Environmental Monitoring of UMG to introduce the variable of climate change.
- 4.16 Memorandum of a MARN and REDFIA workshop to identify the needs of incorporating climate change in higher education degree plans.

ANNEX A: Financial Performance Report

36	Guatemala	Support for Policies and Regulations for Economic Growth	Required amount	\$ 7,789,829.00
		Remaining overheads (includes Payments of the Mechanisms for Donations)	From January 1, 2015 to February 27, 2015	\$ 313,302.47
		Total Expenditure until 27th February 2014 (includes Payments of the Mechanisms for Donations)		\$7,671,982.73
		<small>*Estimated – invoices for January 2015 and February 2015 not yet officially presented</small>		
	Available Balance			\$117,846.27*

*subject to USAID approval of the proposed budget adjustment

ANNEX B.1: Base Period Performance Indicators

INDICATORS / TARGETS <i>Targets are required for each common indicator, for example: 1) a number, 2) zero (if there are specific activities for this indicator, but the results will not be reported in this time frame), and 3) N/A (if the indicator "does not apply").</i>	Contractual Target (Start of Project)	Current Progress July 2013	COMMENTS / DETAILS	% ACTUAL	% ADJUSTED
PROGRAMATIC ELEMENT 2.1: ENVIRONMENT FAVORABLE TO TRADE AND INVESTMENT					
Number of consultative processes with the private sector, as a result of the support of the Government of the United States.	11	17	CONSULTATIONS 1) Zero Hunger Plan, 2) Proposed bill for the creation of INSAVE, 3) National Irrigation Policy Proposal, 4) Integral Program of Agricultural and Environmental Protection (PIPAA, Spanish acronym) Proposal 5) Foreign Trade Policy and Competitiveness Agenda, 6) Policy and Regulation proposals for Payment for Environmental Services, 7) Creation of the Cleaner Production Committee, 8) Discussion of the Initiative of Climate Change Act, and 9) Generation of jobs and Investments Act; 10) National System of Civil Service, 11) EIA exhaustive list; 12) Curriculum for Sustainable Construction in the Architecture Faculty; 13) Incorporation of CC to university thinking; 14) Financial and non-financial incentives for PHL; 15) Proposed Management Model for rural road infrastructure; 16) Study aspects of climate change for investment in water and rural roads, 17) Adaptation practices of agriculture to climate change.	155%	100%
Number of legal, regulatory or institutional actions carried out to improve the implementation or compliance with international trade agreements and investments as a result of the support of the Government of the United States.	4	7	1) Trade Policy and National Competitiveness Agenda; 2) Jobs and Investment Act (free zones); 3) One-Stop Imports; 4) National System of Civil Service; 5) Proposed Business Insolvency Act. 6) Capital Companies Act Simplified. 7) Reforms to the Commercial Code.	175%	100%
PROGRAMATIC ELEMENT 5.1 ENVIRONMENT FAVORABLE TO AGRICULTURE					
Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States. (FTF)	2	6	1) MAGA; 2) MARN; 3) SESAN; 4) FONTIERRA; 5) INCOPAS; and 6) MINFIN (through the Rapid Response Fund)	300%	100%
Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States. (FTF)	3	7	1) Creation of INSAVE Proposal presented to MAGA; 2) Irrigation Trust Regulation; 3) National Irrigation Policy; 4) PIPAA proposal; 5) Rural Extension System, 6) Management Model of Rural Road Infrastructure; 7) Model of conditions to implement credit guarantee fund for farmers	233%	100%
PROGRAMATIC ELEMENT 8.1: NATURAL RESOURCES AND BIODIVERSITY					
Number of policies, laws, agreements or regulations promoting conservation and sustainable management of natural resources that are implemented as a result of support the Government of the United States.	3	4	1) Payment for environmental services policy proposal presentation to municipal authorities; 2) Center for Cleaner Production. ; 3) EIA exhaustive list; 4) Proposal of Financial and Non-Financial Incentives for Cleaner Production.	133%	100%
Number of laws, policies, agreements or regulations addressing climate change proposals, adopted or implemented as a result of support from the Government of the United States.	3	4	1) Proposed Policy Measures to Improve the implementation of POT's with CC factors; 2) Support the Discussion of Climate Change Act; 3) Manual for Planning Design and Construction of Rural Roads with CC Focus; 4) Study that Identifies and Justifies Strategic Investments for Water-related Climate Change Adaptation	133%	100%
SUMMARY OF INDICATORS FOR STRATEGIC OBJECTIVE 2					
Number of laws, supported regulations and policies, and strengthened institutions.	26	45		173%	100%

PRS: FTF INDICATORS

Indicator Number and Title	FY 2012 ACTUAL	FY 2013 TARGET	FY 2014 TARGET	FY 2015 TARGET	Comments
Second Level Objectives (Program)					
4.5.1-24 Number of Policies / Regulations / Administrative Procedures in each measuring of the following stages of development as a result of USG assistance:					
(1) Analyzed	19	10			
(2) Drafted and presented for public / stakeholder consultation	14	14			
(3) Presented for Legislation / decree	9	17			
(4) Passed / approved	4	6			
(5) Passed for which implementation has begun	4	3			
4.5.1-27 Number of institutions /organizations, undertaking capacity/competency strengthening as a result of USG assistance	3	3			PRS/Weidemann Associates, Continuous support and technical assistance since December 2011. MAGA, MARN, SESAN, INCOPAS, MINFIN

ANNEX B.1: Base Period Performance Indicators

#	Policy, Regulation or Administrative Procedures Supported	Stage of Completion*					IR
		1	2	3	4	5	
1	National Policy of Commerce and Competitiveness Agenda	2012	2012	2012	2012	2012	3
2	Law of employment and Investments (Previously free trade zones law)	2012	2013	2013			3
3	One stop-shop window for Importing	2012	2012	2013			3
4	On-line services for enterprise registration	2012	2012	2012	2012	2012	3
5	Updates to the Civil Service System	2012	2013	2013			3
6	Proposal for Resolving Insolvency Law	2013	2013				3
7	Proposal for National System of Competitiveness and Productivity (with AGEXPORT)	2012	2013	2013			3
8	Simplified Capital Societies Law	2013	2013	2013			3
9	Reforms to Commerce Code	2013	2013	2013			
10	Zero-Hunger Plan	2012	2012	2012	2012	2012	1
11	Proposal for organizations re-structure of SESAN	2012	2012	2012	2013	2013	1
12	Proposal of an Investment Model for Rural Road Infrastructure	2012	2013	2013			2
13	Proposal for creation of Institute of animal and vegetable Sanitation (INSAVE)	2012	2012	2012			2
14	Irrigation Trust Management Regulation	2012	2012	2012	2013	2013	2
15	National Irrigation Policy	2012	2012	2013	2013		2
16	Proposal for restructure and design of PIPAA	2012	2012	2013	2013		2
17	Proposal for a National Rural Extension System	2012	2012	2012	2012	2012	2
18	Proposal on the conditions to establish an agricultural production guarantee fund	2012	2013	2013			2
19	Proposal of municipal policies for Payment for Environmental Services	2012	2012	2012	2013		4
20	Cleaner Production Committee	2012	2012	2012	2013	2013	4
21	EIA Taxative List assessment	2013	2013	2013			4
22	Proposal for incorporating financial and non-financial incentives for cleaner production in production value chains (CP+L)	2013	2013	2013			4
23	Proposal for applying climate change variables into Territorial Zoning Plans (POTs)	2012	2012	2013			4
24	Climate Change Discussion	2012	2012				4
25	Proposal on sustainable construction for University Curricula	2013	2013	2013			4
26	Proposal for incorporating climate change variables into University Curricula	2013	2013	2013			4
27	Consultation on better agricultural practices for climate change by small farmers	2013					4
28	Handbook for planning, design, construction and maintenance of rural roads considering climate change approach	2013	2013	2013			4
29	Proposal on the Best Practices for water management considering climate change variables	2013	2013	2013			4

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?

Summary of proposals	Stage of Completion				
	1	2	3	4	5
Proposals per stage in FY 2012	19	14	9	4	4
Proposals per stage in FY 2013	10	14	17	6	3
Totals	29	28	26	10	7

* Fiscal year in which each stage was completed

Summary of Proposals by Intermediate Result (Component)	
IR-1 Food Security	2
IR-2 Rural Development	7
IR-3 Trade Capacity Building	9
IR- 4 Environment	11
Total	29

SUPPORT FOR POLICIES AND REGULATIONS FOR ECONOMIC GROWTH

INDICATORS / TARGETS <i>Targets are required for each common indicator, for example: 1) a number, 2) zero (if there are specific activities for this indicator, but the results will not be reported in this time frame), and 3) N/A (if the indicator "does not apply")</i>	TARGET FOR Optional Period	Progress to 31st December 2014	COMMENTS / DETAILS
PROGRAMATIC ELEMENT 4.5.2: AGRICULTURAL SECTOR PRODUCTIVITY			
Number of private companies, producer organizations, water user associations, women's groups, business and trade associations, and community-based organizations with food security initiatives receiving assistance from the Government of the United States.	3	3	1 INCOPAS organizations (ADIC Casa Feliz), 1 member organization of the Alliance for Nutrition (FUNDESA, Spanish acronym) and 1 organization of rural entrepreneurs working in production chains (SARES Foundation).
PROGRAMATIC ELEMENT 2.1: ENVIRONMENT FAVORABLE TO TRADE AND INVESTMENT			
Number of consultative processes with the private sector, as a result of the support of the Government of the United States.	5	5	1) Incidence strategy of INCOPAS, 2) SAN Strategy / Methodology for the Land Fund (FONTIERRA, Spanish acronym) agrarian communities, 3) SAN Intervention Protocols (donation with FUNDESA), 4) BPA / BPM 5) Livestock Policy.
PROGRAMATIC ELEMENT 5.1 ENVIRONMENT FAVORABLE TO AGRICULTURE			
Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States. (FTF)	9	9	1) INCOPAS, 2) FONTIERRA, 3) MAGA, 4) Presidency of the Republic (Cabinet Secretary for Rural Development), 5) MINECO, 6) PRONACOM, 7) Alliance for Nutrition, 8) MINFIN, 9) SESAN.
Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States. (FTF)	6	6	1) Strategic information system of imports and exports for MAGA production chains, 2) Rural development policy Implementation Plan, 3) Livestock policy, 4) Proposed legal status for agricultural producers organizations, 5) Draft resolution of CONSAN on compulsory PPH0 Induction Course, 6) Administrative Draft Resolution of FONTIERRAS to include SAN in the plans of the Agrarian Communities.
SUMMARY OF INDICATORS FOR STRATEGIC OBJECTIVE 2			
Number of consultative processes, laws, supported regulations and policies, and strengthened institutions.	23	23	

4.5.1-24 Number of Policies / Regulations / Administrative Procedures in each of the following stages of development as a result of USG

assistance in each case:

ANNEX B: Option Period Indicators

Stage 1: Analyzed

Stage 2: Drafted and presented for public/stakeholder consultation

Stage 3: Presented for legislation /decree

Stage 4: Passed/approved

Stage 5: Passed for which implementation has begun

Name/Title	Sector (*)	FY 2014					Target FY 2015					FY 2015				
		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Commercial Strategic Information System - MAGA	Research, extension, information, and other public service					X										X
Implementation Plan of the Rural Development National Policy	Research, extension, information, and other public service				X											X
Bovine Livestock Policy	Agricultural sector-wide				X											X
Proposal of alternatives to develop a legal entity for agricultural producers' organizations.	Agricultural sector-wide								X					X		
CONASAN draft resolution on compulsory Plan for Zero Hunger Pact (PPHO) induction course	Food security/vulnerable populations								X					X		
Draft resolution to institutionalize the use of the methodology provided by the Project in the diagnosis of farming communities served by the Land Fund (FONTIERRA, Spanish acronym).	Food security/vulnerable populations								X							X

(*) Sectors:

Inputs (e.g. seed, fertilizer)

Outputs (e.g. rice, maize)

Macroeconomic (e.g. exchange rate)

Agricultural sector-wide (e.g. wage rate for agricultural labor)

Research, extension, information, and other public service

Food security/vulnerable populations (e.g. safety net)

Climate change adaptation or natural resource management (NRM) (agriculture-related)

ANNEX B: Option Period Indicators

INDICATOR NUMBER AND TITLE	UNIT OF MEASURE	DATA SOURCE	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	LOP	COMMENTS	
			Actual	Actual	Actual	Target	Actual	Target	Target		
PURPOSE LEVEL STATEMENT: Broad Based Economic Growth and Food Security Improved											
OUTPUT 4. LEVEL STATEMENT: Improved Economic Growth and Food Security Enabling Environment											
4.5.1-24 Number of Policies / Regulations / Administrative Procedures in each of the following stages of development as a result of USG assistance in each case:	Number (Please include name/title in tab "Policies")	Implementing Partners			17	6	3	3	23 (original global target: 3)	Targets for FY 2014 are the targets reported for the Project's entire Option Period (August 02, 2013- February 27, 2015). By the end of the period October 2013 - September 2014, 50% of the targets had been reached. The remaining 50% was accomplished in the first quarter of FY 2015 (Oct.- Dec. 2014).	
Stage 1: Analyzed											
Stage 2: Drafted and presented for public/stakeholder consultation implementation has begun					1						
Stage 3: Presented for legislation /decree					12						
Stage 4: Passed/approved					2		2				
Stage 5: Passed for which implementation has begun					2		1				
EG 5.1 Number of institutions / organizations, undertaking capacity / competency strengthening as a result of USG assistance.	Number (Include name institutions in tab EG 5.1)				3	9	5	4	12 (original global target: 2)	Targets reported are for the entire Optional Period of the Project. By the end of FY 2014, five institutions have been strengthened as a result of USG assistance (55%). The remaining four, (45%) were completed during the first quarter of FY 2015.	

ANNEX C: Indicator Progress Tables (Base Period)

Componente 1: Seguridad Alimentaria

	Indicator	Measuring Unit/Parameter	Goal Year 2	Advance to July 2013	Narrative explanation of the progress:	% of progress
					PROGRESS OF THE COMPONENT	74%
	BASE INDICATORS:					75%
IB-1	Consulting procedures done with the private sector as a result of the support from the United States Government: Identification of the needs to strengthen SESAN to fulfill its mandate. <ul style="list-style-type: none"> Identification of the needs to strengthen SESAN to fulfill its mandate. It was changed to Zero Hunger Plan. 	Consulting processes	0	0		
IB-2	Number of institutions/organizations in the process of strengthening of its capabilities and competencies, as a result of the support from the United States Government: <ul style="list-style-type: none"> MAGA SESAN MARN AND MINFIN AND FONATIERRAS 	Institutions in the process of strengthening.	3	4	MAGA, SESAN, FONTIERRA, INCOPAS, are being supported.	100%
	PERFORMANCE INDICATORS:					
F.	F.1 Events on training in matters of food security	Training events	1	1	The training modules for INCOPAS were started. The process will end in June 2013. The 8 events for the training of the Zero Hunger Plan officials were changed with the creation of a CD with the basic contents that allows a better support due to the constant change of officials.	100%
G.	Number of participants at the events on training in topics of commerce and investment climate.	Total number of participants	100	26		26%
	Number of Women	Female participants	40	17		
	Number of Men	Male participants	60	9		
	1.1 Ability of the GdG strengthened to plan and implement effective programs on food security.					56%
1.1.1	Number of ministries with plans aimed at the objectives, strategies and priorities of PESAN and PLANOCC.	GdG Ministries and/or Institutions	1	1	MAGA was supported this year.	100%
1.1.2	Number of ministries with budgets intended to support the objectives, strategies and priorities of PESAN and PLANOCC. (SESAN)	GdG Ministries and/or Institutions	1	1	MAGA	100%
1.1.3	Number of ministries monitoring and reporting to indicators of food security including PESAN and PLANOCC.	GdG Ministries and/or Institutions	3	0		0%
1.1.4	Awareness Strategy designed and in operation to reach different audiences from SESAN / CONASAN.	Stage of Development	implemented	Implemented	Defined strategy. Pending approval. ALREADY IMPLEMENTED.	100%
1.1.5	Number of events of the awareness strategy conducted with the support of PRS.	Events	2	0	The Project provided technical assistance to obtain means from other sources.	0%
1.1.6	Number of participants at the events of the awareness strategy supported by PRS.	Participants	200	0		0%
1.1.7	Percentage of the members of INCOPAS showing understanding about the issues of food security.	%	100	100		100%
1.1.8	Action plan to fortify INCOPAS / advocacy strategy in SAN elaborated and approved	plan	presented	0	in process.	0%
1.1.9	Memorandum of recommendations for the incorporation of the private sector in the execution of Hunger Zero.	memorandum	presented	presented		100%
	1.2 Coordination between the donors strengthened and a shared vision created to propel the support for FTF.					67%
1.2.1	Agreement for group work between USAID partners in Quiché	Development stage of the declaration of shared Vision	finalized	finalized	letter of understanding was signed on March 21, 2013	100%
1.2.2	Coordination experience between partners of USAID in the field, organized and presented to USAID and its partners.	systematic experiences	2	7	3 experiences with partners of USAID and 4 more from other partners were structured.	100%
1.2.3	Memorandum of proposal of indicators and its follow up in SAN.	proposal	1	0	This initiative was addressed by the IFPRI by means of the support contract to set up the Base Line of SESAN	0%
	1.3 Support to the implementation of the USAID strategy in the Western Highlands.					100%
1.3.1	Number of strategic alliances between the local actors in the Western Highlands addressing the critical matters of the PRS	Strategic alliances	2	2	The formation of 2 departmental committees of partners of USAID (Quiché and Huehuetenango) was coordinated and also, the formation of the central committee of partners was coordinated.	100%

Componente 2: Desarrollo Rural

	Indicator	Measuring Unit/Parameter	Goal Year 2	Advance to July 2013	Narrative explanation of the progress:	% of progress
					PROGRESS OF THE COMPONENT	80%
						81%
IB-1	Consulting processes issued with the private sector as a result of the support of the Government of the United States: irrigation and infrastructure and PIPAA.	Consulting processes	3	3	Presentation of the proposal for irrigation policy at the meeting in Baja Verapaz and proposal from PIPAA and INSAVE.	100%
IB-3	Number of prepared political reforms, regulations or administrative procedures, presented for public consultation and presented for approval (decree or legislation). THEY ARE: PIPAA, IRRIGATION, INFRASTRUCTURE, MICROFINANCES	Number of actions described in the indicator.	4	4	Manual of the Irrigation Trusteeship, Proposal for Irrigation Policy, proposal for Rural Extension and proposal from PIPAA.	100%
F.	Number of training events in the context of policies and regulations for the economic growth of the FTF –USG initiative.	Training events	4	1	Training for irrigation in Baja Verapaz.	25%
G.	Number of participants at the events on training in topics of commerce and investment climate.	Total number of participants	93	170	Training for irrigation in Baja Verapaz during the national meeting on irrigation in Baja Verapaz.	100%
	Number of Women	Female participants	90	22		
	Number of Men	Male participants	60	148		
2.1						100%
2.1.1	Institutional framework of PIPAA, analysis and proposal for the redesign (presented to the appropriate authorities)	Stage of development	Stage 3	Stage 3	DELIVERED, STAGE 3	100%
2.2	Policies, legislation and systems for water and irrigation.					100%
2.2.1	Proposal for policy and institutional strengthening for irrigation presented to the authorities of MAGA. Policy incorporates incentives for private investment and public/private partnerships for irrigation	State of Development (1 / 5)	Stage 3	Stage 3	At the end of the operational year, the national irrigation policy, besides being presented, had been approved by MAGA (stage 4) and started for implementation (stage 5)	100%
2.2.2	Executive memorandum of findings, conclusions and recommendations on the study of replicable models for integrated management of water for the Western Highlands.	finalized and socialized with key entities	stage 3	Stage 3	It was finished and delivered to MAGA by means of the Program for Donation to IARNA	100%
2.2.3	seminaries / workshop to spread local and international successful experiences in irrigation, integrated management of water and potable water services.	seminaries	2	2	It was conducted by means of the donation to IARNA	100%
2.2.4	Study containing an analysis of the principal challenges for the Mellor Model in the Western Highlands related to water.	study finalized and presented	1	Finished and delivered	Conducted by means of the donation to IARNA	100%
2.3	Policies regarding rural infrastructure improved and implemented.					100%
2.3.1	analysis of decision making and planning of the public investment in rural infrastructure (stage 3: presented to competent authorities)	analysis	stage 3	Stage 3	ICEFI / EIAC	100%
2.3.2	Support for the issuing of a proposal of policy and regulation and investment tools for rural road infrastructure	proposal	stage 3	Stage 3	ICEFI / EIAC	100%
2.3.3	Dialog on investment in rural infrastructure with the presence of the principal political parties and other key actors.	dialog process	finished	Stage 3	ICEFI / EIAC	100%
2.3.4	Campaign of promotion of investment proposal in rural roads (developed by IARNA) between municipalities and other key actors at the local level. (in Quiché)	campaign	implemented	Implemented	ICEFI / EIAC	100%
2.4	Access to rural financial services improved and expanded.					0%
2.4.1	1 workshop seminar with public and private actors to discuss advisability and viability to develop public funds for partial guaranties that facilitate access to credit	seminaries	2		Scheduled for August of 2013	0%
		participants	40		Scheduled for August of 2013	0%
2.4.3	A financial services fair for small producers of coffee and vegetables in the Western Highlands.	fair	1		Scheduled for August of 2013	0%
2.5	Transversal Themes of the component of Rural Development.					100%
2.5.1	Seminary / workshop / trips to rural areas with universities, cooperatives, donors and representatives of the public and private sector, decision makers to promote a competitive agriculture for small farmers.	Events	2	2	AGEXPORT	100%
2.5.2	Evaluation of the impact of the Mellor Model on the women of the Western Highlands.	Development stage	In progress	3	Completed with donation to IARNA	100%
2.5.3	Proposal of a mechanism to promote the participation of the municipal authorities in relevant regional and national discussions	Development stage	Finalized	Finalized	AGEXPORT	100%

Componente 3: Creación de Capacidades Comerciales para el Desarrollo Sectorial

	Indicator	Measuring Unit/Parameter	Goal Year 2	Advance to July 2013	Narrative explanation of the progress:	% of progress
PROGRESS OF THE COMPONENT						83%
						100%
IB-1	Consulting procedures done with the private sector as a result of the support from the Unites States Government: • Review of the proposal of a new civil service law.	Consulting processes	1	1	It was completed from May 13 - 15, 2013	100%
IB-4	Number of legal, regulatory or institutional actions conducted to improve the implementation or compliance with the agreements or international treaties on business and investment, as a result of the support of the government of the United States. · Law of free zones (now employment and investments) Law of employment and investments · Training plan to improve import and export operations at the borders.	Number of actions	3	3	Law of employment and investments, Law of Defaults, Single window of Imports.	100%
F.	Number of training events in the context of policies and regulations for the economic growth of the FTF –USG initiative.	Training events	4	5	5 Events conducted between April and May of 2013.	100%
G.	Number of participants at the events on training in topics of commerce and investment climate.	Total number of participants	60	113	Events rescheduled due to the taking effect of the new Customs Regulation	100%
	Number of Women	Female participants	24	64		
	Number of Men	Male participants	36	49		
3.1 Improvement of business and competitiveness atmosphere.						100%
3.1.1	Support for the implementation of online services for the registration of businesses from the commercial register presented	mechanism proposal	Stage 3	Stage 5	the MINECO has already implemented it since December 2012	100%
3.1.2	Easing of reforms to the business code that influence the competitiveness in the country.	reform proposal	Stage 3	Stage 3	It was done as part of the donation to FUNDESA	100%
3.1.3	Legislation of free trade zones in one of the five stages of development: now, employment and investment	reform proposal	Stage 3	Stage 3	PRESENTED IN DECEMBER. SEE IB-4	100%
3.1.4	Legislation of the civil service in one of five stages of development.	reform proposal	Stage 2	Stage 3	part of the donation to FUNDESA	100%
3.1.5	Diagnosis and action plan to fortify the national quality system	proposal	Stage 3	0	substituted by the "electronic industrial policy form"	
3.1.6	Strategy proposal for the use of public-private alliances for national and municipal infrastructure	proposal	Stage 3	0	substituted by the "electronic industrial policy form"	
3.2 Efforts to obtain the observance of the agreements in the DR-CAFTA supported.						50%
3.2.1	Political memorandum that establishes a system of information from CAFTA-DR about the procedures and regulations, in one of five stages of development	DELIVERED TO THE AUTHORITIES	Finalized	0	Reprogrammed through the new design requested by the Ministry of Economics	0%
3.2.2	Workshop on the operation and maintenance of the information system given to functionaries of MINECO, CONAPEX and SAT	Workshops Participants	1 40	0 0	Reprogrammed through the new design requested by the Ministry of Economics. CANCELLED	0%
3.2.3	Policy memorandum evaluating the deficiencies in the control of borders including recommendations to systematize imports and exports	memorandum of proposal	stage 3	Stage 3	The information and the experiences of the users of border services has been collected, in addition to the results of the Regional Workshop on Commerce Easement	100%
		participants	60	113		
3.2.4	Map of the institutional actors in the administration of the free trade agreement	Mapping of actors	stage 3	Stage 3		100%

Componente 4: Ambiente

	Indicator	Measuring Unit/Parameter	Goal Year 2	Advance to July 2013	Notes	% progress
					PROGRESS OF THE COMPONENT	92%
						100%
IB-1	Consulting procedures done with the private sector as a result of the support from the United States Government: Restrictive list of EIA and law of incentives for a cleaner production.	Consulting processes	2	2	Restrictive listing of EIA (consultancy firm of R. Warden) and Proposal for a law of incentives for cleaner production	100%
IB-5	Number of policies, laws, agreements or regulations that promote conservation and sustainable management of the natural resources that are implemented as a result of the support of the American Government. Law of incentives of P+L and taxing listing.	Number of proposed policies, laws, agreements and regulations.	2	2	Proposal for a law of incentives for cleaner production and the Restrictive Listing of EIA	100%
IB-6	Number of policies, laws, agreements or regulations in climate change topics, adopted or implemented proposals, as a result of the support of the American Government. Proposal of the CC on water, infrastructure and coffee.	Number of proposed policies, laws, agreements and regulations.	1	2	As a result of the donation to IARNA, the Manual for planning, design, building and maintenance of rural roads was proposed with the aim of the approach and adaptation to variables and climate change; and the Study that identifies and justifies strategic investments for adaptation to climate change related to water.	100%
	Number of training events in the context of policies and regulations for the economic growth of the FTI –USG initiative.	Training events	11	13	1) functionaries from MINECO in EIA and P+L, 2) 2 workshops with the MP, 3) 8 workshops on territorial arranging, and 4) 1 workshop from P+L in Quetzaltenango.	100%
G.	Number of participants at the events on training in topics of commerce and investment climate.	Total number of participants	92	203		100%
	Number of Women	Women	37	62		
	Number of Men	Men	55	141		
4	Public and private institutional ability to comply with the requirements of DR-CAFTA and challenges related to climate change strengthened.					
4.1	Framework of policies to promote payment systems for environmental services and a cleaner production improved.					100%
4.1.1	Number of municipalities that add PSA to the municipal policies (the 8 from the MANCUERNA)		1	2	Tacaná and San Pablo, San Marcos	100%
4.1.2	Number of models / policies from PSA introduced.		1	2	By means of two donations with AFOGESHIPS in Tacaná and San Pablo, in San Marcos.	100%
4.1.3	Strategy of financial and non financial incentives in the cleaner production, in one of five stages of development		Stage 3	Stage 3	Presented to MARN by means of a donation to the P+L Center	100%
4.2.	Capacity of MARN strengthened to apply and make it accomplish the environmental laws including the EIAs.					100%
4.2.1	Analysis of the tax listing of EIA		Stage 3	Stage 3	After being translated, it was presented to the MARN for approval	100%
4.2.2	Report with analysis and recommendations on curricular reform in aspects of EIA at a national university.		stage 3	Stage 3	Implemented at the UMG in the masters in evaluation and environmental control	100%
4.2.3	Number of participants in training on applying environmental legislation: (Prosecution of environmental crimes)	Participants	15	65		
	Workshops		1	3		
4.3	Policies, systems and laws to increase the capacity of vulnerable communities to adapt to climate change and reduce its negative effects.					67%
4.3.1	Number of people trained in the development and analysis of plans for territorial organization (POTs) considering climate change.		30	56		100%
4.3.2	Number of workshops on the subject of POTs and climate change.		8	8		100%
4.3.3	Proposal of a policy for climate change for ACOGUA (coffee sector)		Stage 3	0	It was not conducted due to lack of interest of the institutional counterpart (ANACAFE)	0%

SUMMARY OF PROGRESS	%
ANNUAL WORK PLAN 2012-2013	
Comp. 1: Food security	74%
Comp. 2: Rural Development	80%
Comp 3: Creation of Commercial Capabilities	83%
Comp 4: Environment	92%
Global Advance of the Plan:	82%

ANNEX C.1: Indicator Progress Tables (Option Period)

Componente 1: Seguridad Alimentaria

	Indicator	Measuring Unity/ Parameter	Goal FY 2014	Progress to December 2014	Narrative Explanation of the Progress:	% of progress
					PROGRESS OF THE COMPONENT	100%
BASE INDICATORS:						100%
A	Number of private companies, producer organizations, water user associations, women's groups, business and trade associations, and community-based organizations with food security initiatives receiving assistance from the Government of the United States. (1 from INCOPAS and 1 from Alliance for Nutrition)	Companies	2	2	Working with ADIC, Casa Feliz, the pilot experience of advocacy in SAN, within the framework of the advocacy strategy in SAN of INCOPAS. In addition, work was done with FUNDESA and with the Alliance for Nutrition in the development of a Methodological Guide to reduce chronic infant malnutrition at the community level.	100%
B	Consulting processes (strategy of effect of INCOPAS, SAN strategy for agrarian communities, Methodological guide for intervention in SAN)	Consultations	3	3	The process of consultation that allowed the construction of the advocacy strategy in SAN of INCOPAS was concluded. Also, the SAN Strategy for agrarian communities was completed. The consultation to elaborate the Methodological Guide on interventions in SAN was also completed.	100%
C	Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States. (FTF) (INCOPAS, FONTIERRA, MINFIN, SESAN, Alliance for Nutrition)	Institutions	5	5	The institutions that have been strengthened in their capacities are: 1) INCOPAS with the advocacy strategy, 2) FONTIERRA with the improvement of the base line of 26 rural communities, the methodology for the elaboration of action plans and the training of staff; 3) MINFIN with the implementation of the Quality Control System; 4) SESAN with the virtual course on joint responsibility for the realization of the PPH0; 5) Alliance for Nutrition with the methodological guide of interventions to reduce the DCI "The Future is Today" and 6) ADIC, Casa Feliz in its capabilities of effect and administrative accounting.	100%
D	Number of policy reforms / regulations / administrative processes presented for legislation or executive action as a result of support from the Government of the United States. (FTF). (Resolution project from CONASAN about the obligatory nature of the Induction Study of the PPH0 and Resolution Project to institutionalize the use of the methodology supplied by the Project in the diagnostic of the agrarian communities provided for by the FONTIERRA	Laws / Regulations	2	2	In the case of FONTIERRA, the methodology for the elaboration of the action plans in SAN at the Agrarian Communities was institutionalized through the signing of the Management Resolution; in the case of the Virtual Course, the draft resolution was proposed.	100%
1.1	Ability of the GdG strengthened to plan and implement effective programs on food security.					100%
1.1.1	Presentation and delivery of the software of the virtual course introducing the PPH0 to the CONASAN	Presentation	1	1	The virtual course was presented to the Secretary of the SESAN and its team of institutional strengthening, who will elaborate the training plan so that the class will be given at the beginning of 2015	100%
1.1.2	Presentation and delivery of the software of the virtual course introducing the PPH0 to the coordination committees of the USAID and its partners in the highlands	Presentation	1	1	Event planned for January 21, 2015.	100%
1.1.3	Decision project from CONASAN to reinforce the obligatory nature of the induction class to the participants in the implementation of the PPH0	Draft Resolution	1	1	The Draft Resolution was delivered	100%
1.1.4	Drafting, laying out and delivery to INCOPAS of the popular version of the law from SINASAN	Delivery of Document	1	1	The 1,000 copies of the popular version of the Law were delivered at the Third Meeting of the Civil Society represented at the SINASAN that was conducted on November 14 and 15, 2013	100%
1.1.5	Construction of the advocacy strategy of SAN for INCOPAS	Strategy	1	1	This product was finished, which was constructed in a participative process	100%
1.1.6	Workshops on socialization and starting the advocacy strategy in SAN in prioritized municipalities	Workshops	1	1	It was implemented on June 26 and 27, 2014	100%

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1.1.7	Pilot project of implementation of the advocacy strategy in SAN with INCOPAS organizations	Pilot Projects	1	1	It was done through the donation to ADIC Casa Feliz	100%
1.1.8	Course on acquisitions to improve the budgetary execution for PPHO officers	Study	0	0	This product will not be conducted, in its place technical assistance will be given to the MAGA for the development of the POA and 2015 budget	N/A
1.1.9	In-person pilot workshop- to improve budgetary execution for PPHO officers	Workshops	0	0	This product will not be conducted, in its place technical assistance will be given to the MAGA for the development of the POA 2015	N/A
1.1.10	Diagnostic and baseline for 26 agricultural communities delivered to FONTIERRAS	Diagnosis/ Base Line	1	1	This product was completed successfully with the approval of FONTIERRA. The public presentation was on May 28, 2014	100%
1.1.11	Strategy of SAN for 5 agricultural communities delivered to FONTIERRA	Strategy	1	1	The methodological guide was developed for the making of the action plans in SAN at community level with a focus on resources	100%
1.2 Coordination between the donors strengthened and a shared vision created to propel the support for FTF.						100%
1.2.1	Development of a methodological guide based on best practices, to implement actions at the communal level.	Methodologica l Guide	1	1	The Guide was finished and it is accessible to the interested people in the Webpage of the Alliance for Nutrition and three other partners	100%
1.2.2	Donation program for member organizations of the Alliance for Nutrition.	Donation Programs	1	1	Donation accord signed on February 7, 2014.	100%
1.2.3	Event on socialization of the guide	Event	1	1	The Guide was publicly presented on November 11 in Guatemala City and November 13 in Quetzaltenango.	100%
1.3 Support to the implementation of the USAID strategy in the Western Highlands.						100%
1.3.1	Establishment of departmental coordination committees of USAID partners (San Marcos, Quetzaltenango, Totonicapán)	Committees	2	2	The coordination meeting of partners of USAID with presence in San Marcos was conducted in September 24, and the coordination of partners of USAID with presence in Totonicapán and Quetzaltenango was conducted on October 23, 2013.	100%
1.3.2	Validation of the contents of the study on intervention methodologies in SAN with the most impact	Event	1	1	It was reviewed at the event on November 3 with the representatives of USAID and the Systematized Projects. The retrofitting was received and it was added to the document.	100%
1.3.3	Publication of the study	Document	1	1	50 CDs are ready for their distribution.	100%
1.3.4	Event presenting the study of methodologies with impact on SAN to departmental committees on Coordination of Partners of USAID	Event	1	1	The CD was shared with the partners of USAID that operate in the Western Highlands, and also with other main actors. The event did not take place, because it was not considered necessary due to the series of meetings and close relation with the Partners of USAID as much at the central level as with the Departmental Comities	100%

	Indicator	Measuring Unit/Parameter	Goal FY 2014	Progress to December 2014	Narrative explanation of the progress:	% of progress
					PROGRESS OF THE COMPONENT	100%
	BASE INDICATORS					100%
A	Number of private companies, production organizations, water user associations, women's groups, business and commerce associations, and base community organizations with initiatives of rural development that receive assistance from the American Government. (An organization of rural businessmen working in productive chains)	Companies	1	1	Activity included in the donation to the SARES Foundation.	100%
B	Consulting processes with key actors (private sector and civil society): 1) BPA/BPM, 2) Livestock Policy	Consultations	2	2	The consulting process of the draft of the Livestock Policy and of BPA/BPM was conducted	100%
C	Number of institutions / organizations in the process of assessing and improving their skills and competencies as a result of support from the Government of the United States. (FTF) (1) MAGA, 2) Presidency of the Republic (Secretary of the Rural Development Cabinet), 3) MINECO, 4) PRONACOM)	Institutions	4	4	The Plan for the implementation of the Rural Development Policy supporting the Presidency of the Republic (Secretary of the Ministry of Rural Development) was developed and the Policy Proposal for Bovine Livestock supporting MAGA was formulated. PRONACOM and MINECO were supported within the framework of the donation to AGEXPORT.	100%
D	Number of policy reforms / regulations / administrative processes presented for legislation or decree as a result of the support of the American Government. (FTF). (1) Strategic information technology for export and import operations for productive chains of the MAGA, 2) Plan for the Implementation of rural development policies, 3) Livestock Policy, 4) Proposal of Legal capacity for organizations of rural producers)	Laws / Regulations	4	4	The Plan for the Implementation of the National Policy for Rural Development was presented to the Rural Development Cabinet and the approval from the General Government Cabinet was obtained in October 2013. In December 2013, the Proposal for Bovine Livestock Policy was delivered to MAGA. In March 2014, the system for Strategic Commercial Information was delivered to MAGA. En November 2014, the Proposal of Legal Capacity for small rural producers was completed.	100%
2.1	Institutional, policy, and regulation standards improved and implemented					100%
2.1.1	Systematization of experiences from BPAs and BPMs for vegetables delivered to MAGA	Document	1	1	Finalized. The document was delivered to PIPAA/MAGA.	100%
2.2	Policies, legislation and systems for water and irrigation.					100%
2.2.1	Diagnosis of financial sources (reconversion of trusts) delivered to MAGA	Diagnosis	1	1	In September 2013, the document containing the report on the status of the trusts of that Ministry was delivered to MAGA, and which could be subject to restructuring	100%
2.3	Policies regarding rural infrastructure improved and implemented.					100%
2.3.1	Proposal on rural road investment, prioritized and documented. Delivered to MAGA and MICIVI	Proposal	1	1	In August, 2013 it was delivered to MAGA and to MICIVI the Proposal for prioritization for investments in rural roads	100%
2.3.2	Disclosing and validation of the proposal	Validation	1	1	In August 2013, the Proposal for prioritization for investments in rural roads was delivered to MAGA and to MICIVI	100%
2.4	Access to rural financial services improved and expanded.					100%
2.4.1	Study on the supply and demand of financial services for 3 productive chains in the area of FTF presented to the users.	Studies	2	2	In August 2013, the study on the offering of financial services in the area of the FTF was finished. In the donation to AGEXPORT, the study on the demand was conducted and presented at the Western Business Meeting conducted on September 30 and October 1, 2014	100%
2.4.2	Study on supply and demand of financial services for 3 productive chains in the area of FTF delivered to MAGA	Studies	2	2	On September 2013, the document containing the Study of the Offer of Financial Services in the area of FTF was delivered to MAGA	100%
2.4.3	Conducting fairs on Financial Services between IFIs and productive chain projects in the area of FTF	Fair	1	1	The Financial Services Fair was conducted at the Western Business Meeting conducted on September 30 and October 1, 2014	100%
2.4.4	Document that analyses the conditions of propriety, practical improvements in constitution, government, administration, execution, scale and approach that a guarantee fund must have	Document	1	1	In September 2013, the document about Warranty Funds was completed and published	100%
2.4.5	Presentation event on the analysis of guarantee funds	Event	1	1	In August 2013, the event for the presentation and analysis of the Document on guarantee funds was conducted	100%
2.5	Transversal Themes of the component of Rural Development.					100%
2.5.1	Institutional design of the commercial strategic information system of MAGA. Delivered	Proposal for Institutional Design	1	1	The Institutional Design of the System on Strategic Commercial Information was delivered to MAGA in January 2014	100%
2.5.2	Operative design of the commercial strategic information system from MAGA. Delivered	Proposal for Institutional Design	1	1	The Operational Design of the System on Strategic Commercial Information was delivered to MAGA in March 2014	100%
2.5.3	Strategy of support to the productive chains of the FTF area for innovation, commercialization and post-harvest management delivered to MAGA	Strategy	1	1	Delivered November of 2014.	100%

Componente 2: Desarrollo Rural

2.5.4	Formulation of the national plan for rural development	Proposal	1	1	In October of 2013, the Plan for implementation of the Rural Development Policy was approved by the Government General Cabinet	100%
2.5.5	Private investment strategy for the rural development supporting the heads of territorial competitiveness designed and delivered to MINECO	Strategy	1	1	On November 17, 2014, the public presentation and delivery of the Strategy to MINECO was conducted. Activity included in the donation to AGEXPORT.	100%
2.5.6	Proposal of livestock policy delivered to MAGA	Policy Proposal	1	1	En December 2013, the Proposal for Bovine Livestock Policy was delivered to MAGA	100%

SUMMARY OF PROGRESS %
ANNUAL WORK PLAN FY 2013 - 2014 and FY
2014-2015

Comp. 1: Food security 100%
Comp. 2: Rural Development 100%

Global Advance of the Plan: 100%