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**NCBA CLUSA**  
The National Cooperative Business Association • CLUSA International

## **Cooperative Development Program (CDP)**

### **Cooperative Development and Food Security in Guatemala**

**Cooperative Agreement No AID-0AA-A-10-00018**

### **Annual Report**

**October 1, 2014 to September 30, 2015**

**October 30, 2015**

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COMUDES	Municipal Councils of Development
COMUSAN	Municipal Commission on Food Security and Nutrition
CRS	Catholic Relief Services
CU5	Children under 5 years
FEDECOCAGUA	Federation of Coffee Cooperatives of Guatemala
FTF	Feed the Future
FUNCAFE	Development Foundation for Rural Coffee Farmers
GOG	Government of Guatemala
I.R.	Intermediate Result
MAGA	Ministry of Agriculture, Livestock, and Food
MEP	Monitoring and Evaluation Program
MINECO	Ministry of the Economy
MSPAS	Ministry of Public Health and Social Assistance
NCBA CLUSA	National Cooperative Business Association Cooperative League of the United States of America
SESAN	Secretariat for Food Security and Nutrition
SO	Strategic Objective
USAID	United States Agency for International Development

### Acronyms

AGEXPORT	Association of Guatemalan Exporters
ANACAFE	National Association of Coffee
CODEDES	Departmental Councils of Development
COMUDES	Municipal Councils of Development
COMUSAN	Municipal Commission on Food Security and Nutrition
CRS	Catholic Relief Services
CU5	Children under 5 years
FEDECOCAGUA	Federation of Coffee Cooperatives of Guatemala
FTF	Feed the Future
FUNCAFE	Development Foundation for Rural Coffee Farmers
GOG	Government of Guatemala
I.R.	Intermediate Result
MAGA	Ministry of Agriculture, Livestock, and Food
MEP	Monitoring and Evaluation Program
MINECO	Ministry of the Economy
MSPAS	Ministry of Public Health and Social Assistance
NCBA CLUSA	National Cooperative Business Association Cooperative League of the United States of America
SESAN	Secretariat for Food Security and Nutrition
SO	Strategic Objective
USAID	United States Agency for International Development

## Executive Summary

The National Cooperative Business Association (NCBA CLUSA) began implementing a nutrition-led cooperative development project in Guatemala as a buy-in to the overall CDP program in May 2014. The project focused on coffee, horticulture and artisan value chains to increase smallholder representation by cooperatives, producer organizations and private businesses and support organizations. The organizations would then be strengthened to support the coffee, horticultural and artisan value chains, creating the conditions for long-term income diversification and improved rural household nutrition, especially for pregnant and lactating mothers and children under 5 years.

The four-year project aimed to improve cooperative governance, specifically the ability of cooperatives to respond to evolving member's needs and changing market conditions and to mobilize resources. Additionally, the program would build farmers' and other small business owner's capacity to run a profitable business, and expand rural households' income generation through a nutrition-led agricultural production approach to address nutritional deficiencies for the target beneficiaries while supporting the GOG and USAID Guatemala objectives to build the private sector, reduce hunger, poverty, and under-nutrition.

The aforementioned project approach remained the same until April 2015. In April, at the request of USAID Guatemala, NCBA CLUSA restructured the project to focus on the following goals: Contribute toward the improvement of nutritional food security, build income generation for rural families in the project areas of intervention that are part of the coffee, horticulture and artisan value chains and improve the governance and financial management of cooperatives, organizations and/or producers groups.

To achieve the programmatic goals, the following strategic objectives were proposed:

- SO1. Local availability, access to and consumption of foods originating from small animals has increased;
- SO2. The entrepreneurial and business capacity of project beneficiaries, i.e. business groups and families, has been enhanced;
- SO3. Strategic alliances have been strengthened with other organizations; and
- SO4. The business capacity of cooperatives, organizations, and/or producer groups has improved.

This progress report covers the reporting period from October 1, 2014 to September 30, 2015.

*Executive Summary (Spanish Translation)*

*National Cooperative Business Association, NCBA CLUSA comenzó a desarrollar su “buy-in” al CDPIII en Guatemala en mayo de 2014 enfocado a fortalecer las cadenas de valor del café, la horticultura y las artesanías aumentando la representación de los pequeños productores de las cooperativas, organizaciones de productores, empresas privadas y organizaciones de apoyo creando las condiciones para la diversificación de los ingresos a largo plazo y del mejoramiento de la nutrición, la diversificación de los ingresos y mejoramiento de la nutrición en los hogares rurales, especialmente para las mujeres embarazadas y lactantes y los niños menores de cinco años.*

*El proyecto de cuatro años tiene como objetivo mejorar la gobernanza cooperativa, específicamente la capacidad de las cooperativas para responder a las cambiantes necesidades de los miembros y las condiciones cambiantes del mercado y movilizar recursos. Además, el programa se fortalecerá la capacidad de agricultores y de otros propietarios de pequeñas empresas para ejecutar un negocio rentable y expandir los ingresos de los hogares rurales a través de un enfoque en la producción agrícola, dirigida a corregir las deficiencias nutricionales de los beneficiarios y al mismo tiempo apoyar al Gobierno de Guatemala y USAID Guatemala en sus objetivos de construir el sector privado y reducir el hambre, la pobreza y la desnutrición.*

*Este enfoque se mantuvo hasta finales del mes de abril del presente año. A principios de mayo, a solicitud de USAID, se realizó una reestructuración que reorientó el Proyecto hacia la siguiente meta: “Contribuir a mejorar la seguridad alimentaria nutricional, la generación de ingresos de las familias rurales que pertenezcan a las cadenas de valor de café, hortalizas y artesanías en el área de intervención del Proyecto y mejorar la gobernanza y el manejo financieras de las cooperativas, organizaciones y/o grupos de productores.*

*Con el fin de conseguir esta meta se propusieron los siguientes objetivos estratégicos:*

- SO1. La disponibilidad local, acceso y consumo de alimentos provenientes de especies menores ha mejorado*
- SO2 Se han construido capacidades de emprendedurismo y de negocios en grupos y familias beneficiarias del Proyecto”*
- SO3 Se han fortalecido alianzas estratégicas con otras organizaciones*
- SO4 La capacidad de negocios de cooperativas, organizaciones y/o grupos de productores ha mejorado*

*Este informe cubre el periodo del 1ero de Octubre, 2014 al 30 de Septiembre, 2015.*

## **Project Status Activities and Accomplishments**

From October 2014 to April 2015, the CDP III buy-in for Guatemala focused on the community organization phase of the project with the municipalities that had initially been selected: San Pablo, Tajumulco, El Rodeo and Nuevo Progreso in the department of San Marcos.

During March 2015, NCBA CLUSA regional and home office support staff, traveled to Guatemala to conduct a review of the internal controls, staffing structure and needs of NCBA CLUSA's CDP III Guatemala project to ensure that all deliverables would be met during the life of the project. Meetings and interviews were held with local project staff, partners, and USAID. Based on the results of this visit and the subsequent discussions that were held between the staff that traveled and NCBA CLUSA Headquarters staff, the determination was made that in order to ensure the success and sustainability of the project, it was critical to refocus the project and the staffing structure to ensure optimum performance.

The findings of this assessment included the donor's assessment. USAID staff identified a critical need for modifying the project strategy. USAID's priority was to ensure that all of its implementing partners were working together to produce the greatest possible impact and create sustainable solutions. According to USAID, the collaboration efforts needed to be strengthened between the project staff and potential project partners, particularly partners such as ANACAFE and AGEXPORT, whose involvement was essential to the success of the project.

Furthermore, there was a need to shift the project focus toward increasing protein intake of households (primarily through animal husbandry training and start-up of production units). Within the previous context, the donor indicated that under the current strategy, the project was not sufficiently complementing existing efforts or targeting the desired group of beneficiaries. Instead it was moving toward creating standalone activities and new beneficiary groups that were not integrated into a functioning support system.

The revised project strategy became one of strategic partner integration. It focuses on integrating with the donor and partners and separating out project duties amongst staff, to ensure optimum performance in both the technical and administrative areas of the project for optimum impact.

Once the restructure had been completed, activities during the period of July-September 2015 focused on strengthening the administrative and financial procedures, designing the technical methodology of intervention, establishing strategic alliances with governmental and non-governmental organizations as partners, and the selection of the intervention municipalities, and identification of cooperatives or producers groups interested in participating in the project's activities.

### **Administrative activities**

As per the work plan, NCBA CLUSA selected, established and equipped the field office, located in the municipality of Malacatán to support field operations during the first quarter of the year. Motorcycles were procured for the six field technicians based on the road conditions and needs for mobilization between the beneficiary communities. During the course of the year, a security incident in the municipality led NCBA CLUSA to determine that it was necessary to relocate the office. Furthermore, based on the assessments held after the restructure, the team determined that the new office should be located in Quetzaltenango to ensure proximity to the key target groups and partners for the six field technicians and the training coordinator.

Subsequent to the staffing restructure led by NCBA's Vice President of Operations and the Interim Chief of Party, in July 2015 NCBA CLUSA conducted a recruitment process to identify and hire a Chief of Party, Felipe Lehnhoff, to lead the project. In September 2015, the HQ and field team recruited a Financial and Administrative Manager for the project who will be hired in the next quarter. NCBA CLUSA has received approval to move forward with the procurement of a vehicle which will allow the central office staff the ability to mobilize more effectively within the region.

## Strategic activities

From October 2014 to April 2015, the field technicians were trained on the project intervention model, tools and methodologies in preparation for the meetings with the communities. Project staff focused on conducting meetings with local government partners, WHIP partners and other development organizations in the selected municipalities to present the project objectives and strategy and create strategic alliances. NCBA CLUSA connected at the local level with the Community Secretariat for Food Security and Nutrition –COMUSAN-, the municipal Women's Office, and the Ministry of Agriculture to support the implementation of their operative annual plan focused on household training and technical assistance, and promoting access to basic municipal services for small-scale producers and their associations, as well as nutrition interventions and treatment of under-nutrition.

NCBA CLUSA identified cooperatives and producer organizations that would participate based on the recommendations that it received from the partners and local partners. In the first quarter of the reporting period, NCBA CLUSA established initial contact with 22 coffee and artisan cooperatives and producers organizations who expressed interest in participating in the project in the initial areas of intervention (the municipalities of San Pablo, Tajumulco, El Rodeo and Nuevo Progreso).

In collaboration with one of the target cooperatives, *Entre Rios*, the project staff designed and verified a self-assessment and a socio-economic diagnostic that would be conducted with the target organizations to determine their needs and interests, and capture information about the family composition, life conditions, daily diet, productive capacities and principal needs. Alongside the development of these evaluation tools, the staff elaborated training materials for the topics that would be shared with the community, which included small instructional booklets on topics such as small animal production, value chain development and others.

From January to April 2015, the field technicians and training coordinator conducted the self-assessment with the producer groups and cooperatives to move forward with the design of an action plan which could determine their capacities and needs and integrate them into the cooperative governance and business development components of the project. 2,020 households were profiled during this assessment. During this time the team was also focused on establishing 70 Mother-to-Mother groups with women of reproductive age to begin disseminating project information and begin activities under component III, creating the nutrition-led agricultural model.



*First CDP III Guatemala Mother to Mother group, "Flor del Café", in an organizational activity with the field staff*

Shortly thereafter, project activities were placed on hold, while the project underwent the restructure of the strategy. In May and June 2015, the project focused on carrying out the restructure of the strategy toward creating complementary efforts with USAID partner groups, emphasizing the component of access and consumption of animal protein, and working with existing beneficiary groups and families. The team traveled with USAID to the four municipalities that had been selected for implementation: San Pablo, Tajumulco, El Rodeo, and Nuevo Progreso, from the Department de San Marcos

to begin the process of working closely with key partners, ANACAFE and AGEXPORT, on the program redesign and becoming closely acquainted with the project interventions that each entity was implementing.



*NCBA CLUSA field technician conducting baseline study, with Organización Nuevo Porvenir and ANACAFE in San Marcos*

The Project Interim Chief of Party led the team in reviewing and updating the key project documents: the work plan (goal, strategic objectives, intermediate results & activities); indicators and the Environmental Mitigation Plan and Report (EMPR) to adequately reflect the changes in objectives. This included working closely with USAID Guatemala/Washington, NCBA CLUSA's home office and ANACAFE and AGEXPORT to evaluate and determine the changes that would need to be made. The focus of the strategy shifted toward 1) complementing the nutritional and food security of the beneficiary families under the USAID ANACAFE/RVCP and AGEXPORT/RVCP projects, through the production of animal protein provided by breeding small animals for consumption; and 2) creating

associations of family groups and promoters' model businesses of small animal production units to improve household income generation by increasing their business capacity through the marketing of their products, with a focus on targeting youth and women, especially women with children under five, and pregnant and lactating women.

During July-September 2015, meetings were scheduled with ANACAFE and AGEXPORT to jointly define the intervention strategy and it was concluded that NCBA CLUSA would need to conduct assessments of the existing groups to determine the participants under the new strategy. After several meetings, the Project determined that it would begin activities in the municipalities of Nuevo Progreso, San Pablo, San Jose El Rodeo, San Miguel Ixtahuacán and Tajumulco in the department of San Marcos and the municipalities of Cunen, Nebaj, Cotzal and Chajul in the department of Quiché, and Momostenango and Santa Lucia la Reforma in the department of Totonicapán during the fiscal year 2016.

The ANACAFE-CLUSA technical committee was created with the objective of coordinating activities and trainings with the groups and cooperatives in the five municipalities of the department of San Marcos. Field staff conducted a rapid diagnostic of beneficiary families under AGEXPORT's value chain areas of intervention in three municipalities in the department of Quiché and two municipalities in the department of Totonicapán. 531 participants were included in this diagnostic (287 women and 244 men). Furthermore, NCBA conducted an internal baseline study in the community of Shanshegual in the municipality of San Miguel Ixtahuacán in the department San Marcos, which included the nutritional status of CU5 and a family census, alongside FUNCAFE, ANACAFE and the Alliance for Nutrition. Information was collected from 97 individuals.

WHIP counterparts including ANACAFE, RCS, PASMO, FHI 360, Save the Children, AGEXPORT and Mercy Corps were also consulted as part of this activity development. Locations for intervention were identified with AGEXPORT where CLUSA can provide support to their target families and improve the availability of animal protein. Changes were incorporated into the Monitoring & Evaluation Database System to indicate the geographic location of the groups and families with whom ANACAFE and AGEXPORT are already working. The final conclusions and recommendations from the baseline study are expected to be available by the beginning of November.

During the next reporting period, NCBA CLUSA will provide progress updates for each of the newly established strategic objectives below.

- SO1. Local availability, access to and consumption of foods originating from small animals has increased;
- SO2. The entrepreneurial and business capacity of project beneficiaries, i.e. business groups and families, has been enhanced;
- SO3. Strategic alliances have been strengthened with other organizations; and
- SO4. The business capacity of cooperatives, organizations, and/or producer groups has improved.

## Trainings

### Staff Trainings

1. From November 24-28, 2014 the Monitoring and Evaluation Specialist trained the project staff on the value chain self-assessment and economic diagnostic tools in the field office.
2. On December 5<sup>th</sup>, 2014 the Office Manager received training at USAID on fiscal procedures and regulations to obtain tax exemptions for the Project's purchases.
3. On December 9<sup>th</sup>, 2014 a field technician received training on the EMPR and the USAID Clearance system access in Quetzaltenango
4. From February 23-28, 2015 the M&E specialist received training on the use and management of the GPS system and later replicated the training in Malacatán with the technical field team.
5. The March 7<sup>th</sup>, 2015 the M&E Specialist received training on the FHI360 methodology for evaluating nutrition indicators related to dietary diversification and animal protein consumption in beneficiary families.
6. On March 10<sup>th</sup>, 2015 the Director of the Project received training in human trafficking to identify possible sources of this problem in the intervention areas.
7. From July 14-17, 2015 the field staff, Chief of Party, and the M&E specialist received training in Aguacatán, Huehuetenango on "Etnoveterinaria, recuperación y promoción de alternativas tradicionales indígenas de producción pecuaria para un desarrollo sostenible" (small animal husbandry with local technology for sustainable development) from Granjita Cony.
8. On August 21, 2015, the M&E Specialist and Training Specialist were trained on the EMPR and the USAID Clearance system to access the data base and maps.



*NCBA CLUSA CDP III Staff Training with "Granjita Cony" in, Huehuetenango*

### Project Trainings

During the period of October 1, 2014 to September 30, 2015 NCBA CLUSA did not conduct trainings with project participants, as the project was in start-up and then underwent the restructure. NCBA CLUSA anticipates that training events will take place during the next reporting period.

## Alliances and Partnerships

NCBA CLUSA began developing alliances subsequent to the restructure, with ANACAFE and AGEXPORT. Memorandums of Understanding were drafted during this period and are under review by ANACAFE and AGEXPORT. During the next reporting period, NCBA CLUSA anticipates formalizing these alliances with each party.

During this phase of the CDP Guatemala project, NCBA CLUSA collaborated with the following USG and non-USG partners.

**Farmer Hands:** an organization that works with coffee producers organizations in San Marcos to commercialize their products and is registered in the FLO-international market. Farmer Hands connected the project with three coffee cooperatives prior to the restructure and were willing to participate as a mentor in the mentoring program.

**MAGA:** promotes the sustainable management of natural resources in order to foment land, agriculture, forestry and hydro-biology development. Currently, MAGA is implementing a family agricultural program. MAGA was identified as a strategic partner for the CDP program prior to the restructure, as their technical personnel were to be involved in the coordination of trainings and provision of technical assistance in animal husbandry and had provided references for several coffee producer groups. NCBA CLUSA will reach out to them again during the next reporting period to update them on the new project strategy.

**Partner of the Americas:** is an international organization that works in Guatemala implementing the Farmer-to-Farmer program with volunteers who are committed to serving others through technical assistance to local agricultural producers, producer organizations, and agribusinesses. At the request of NCBA, initially they began looking for a specialist in technological applications, to develop the CDP III mentoring program. Since the project strategy was modified, NCBA CLUSA met with Partners again, and they agreed to provide technical expertise through an expert volunteer in production and marketing of small animal species.

**The Women´s Municipal Office:** a government municipal office which promotes women´s political participation and socio-economic inclusion. The office for the governments of the municipalities of San Pablo, El Rodeo and Tajumulco recommended two women´s groups interested in participating in the project activities prior to the restructure. During the second half of the year, NCBA CLUSA began to work again with the office in San Marcos to Exchange information and receive trainings on diverse topics.

**SESAN:** is the institution responsible for planning, coordinating, integrating and monitoring food security and nutrition interventions in the public sector, and international cooperation entities. SESAN is implementing community action plans through the COMUSAN offices, (Municipal Commission of Food Security and Nutrition), which will allow the CDP project to understand the food security needs of the target municipalities and jointly develop plans of action. The training specialist held a meeting with the representative at Malacatán San Marcos and they have provided training materials and information.



*Meeting with WHIP partners NCBA CLUSA Quetzaltenango office*

**CRS:** is an international humanitarian agency of the Catholic community. In Guatemala, CRS is implementing the Segamil project in the departments of Totonicapán, Huehuetenango and San Marcos with USAID funding. The organization has supported the CDP project through information sharing related to the municipalities and communities where CRS is currently working, identifying and selecting producer groups interested in participating in the project under small animal production.

**PASMO:** is an organization that implements health programs to prevent the human immunodeficiency virus (HIV) and other sexually transmitted infections (STI), reproductive health programs for women and family planning. CDP III began coordination with PASMO in the

WHIP.

**FHI360:** is a non-profit human development organization dedicated to implementing projects in health, education, nutrition, environment, economic development, civil society, gender, youth, research and technology. In Guatemala FANTAS´s project activities are: develop evidence-based dietary recommendations and provide technical support to

the Ministry of Public Health and Social Assistance and the Ministry of Public Finance to estimate the costs of nutrition interventions. They provided CDP III with methodologies to monitor dietary diversification and protein consumption.

**World Vision:** is a Christian humanitarian organization dedicated to working with children, families and their communities worldwide to reach their full potential; it implements health, nutrition, education, and economic development and advocacy projects. They facilitated local contacts and organized groups to the CDP III prior to the restructure. Since then NCBA CLUSA has met with them to strategize over potential points of collaboration.

**ANACAFE:** is a non-profit Guatemalan organization for civil development. ANACAFE aims to improve human development of the rural population, increasing the coverage and quality of social services, mainly in the areas of health, education, food security and nutrition. This is a very important partnership because the CDP program can leverage the small coffee producer database that ANACAFE developed in the prioritized municipalities. Initially working together in the community of Shanshegual in the municipality of San Miguel Ixtahuacán in the San Marcos Department, the implementation strategy considers that the future communities will be selected in a spiral downward expansion to avoid dispersion, increase the impact and lower the costs. The project will sign in November 2015 a memorandum of understanding covering the activities to be implemented between ANACAFE and AGEXPORT.

**AGEXPORT:** is the Association of Guatemalan Exporters. The project began working on a rapid diagnostic context of the communities in which AGEXPORT works. Results from this diagnostic were shared with AGEXPORT. After the signing of the memorandum of understanding in early November with AGEXPORT the project will continue with the follow-up activities: trainings of families in food security and implementation of productive units.

**MSPAS:** the mission of MSPAS is to ensure the right to health for Guatemalan citizens. MSPAS coordinates and regulates health services, and controls the financing and management of the resources for health promotion, disease prevention, recovery and rehabilitation. The Ministry has health clinics and community convergence centers located in the CDP III targeted municipalities that were to serve as health and nutrition access points for mothers and children under five participating in the project. NCBA CLUSA has not collaborated with them after the restructure, however their clinics are being used by FUNCAFE as part of their studies.

## Compliance with USAID Environmental Procedures

NCBA CLUSA has been coordinating closely with USAID and MES to finalize the Environmental Mitigation Plan Report and ensure that appropriate monitoring will take place of environmental mitigation procedures and compliance with Regulation 216 as activities commence. The project had originally produced an EMPR based on the original project strategy and indicators. With the revision of the indicators and the work plan, NCBA CLUSA and USAID determined that the EMPR would need to be modified. The Project's EMPR was drafted jointly between the Chief of Party, the M&E Specialist and USAID's MEP and approved by the Guatemala Mission. The EMPR is currently being reviewed by USAID's Environmental Specialist for final approval. All project activities categorized as "categorical exclusion" do not require mitigation measures and can be implemented, which include the home visits, training with the community promoters and families and monitoring and evaluation assessments that NCBA CLUSA Will be conducting. It is awaiting official notification of approval. In the interim, NCBA CLUSA will be taking actions to ensure that any activities that are conducted, comply with the standards set forward.

## Gender

With the creation of Mother-to-Mother groups, NCBA CLUSA was ensuring a high level of participation from women in the community. These groups allow for more women to be engaged and to work together to support each other and share their lessons learned. Since the project intervention model has shifted, NCBA CLUSA proposes that the participation of women reach 70% with a particular focus on pregnant women and lactating mothers. NCBA-CLUSA has been working closely with ANACAFE and AGEXPORT to ensure that within the complementary activities that

are identified that the focus will be prioritizing the participation of existing women's groups. A strategy document will be produced during the end of 2015/beginning of 2016 to ensure that this target is reached.

## Major Challenges Encountered

At the beginning of the reporting period, the challenges that the project faced were particular to ensuring that the members of the community that are interested in participating were selected in a timely manner, in order to initiate the community organization stage of the project according to the project work plan. The other challenge was ensuring that the project materials were tailored to the context of the groups with which the project would be working.

In April, it became very clear after the assessment that the most critical challenges in the project were a lack of integration between NCBA CLUSA and project partners, as well as a need to strengthen communication between the field and central office team. Although the project had made progress in terms of establishing the strategy communities for intervention, there was still substantial work to be done in ensuring that the staff was consulted during each step of the process and refocusing the strategy to ensure that it was comprehensive, integrated and that there was no replication of efforts. Strategic coordination and relationship building meetings needed to take place with ANACAFE and AGEXPORT.

The largest challenge encountered was the redesign of the project to the new conditions generated by the shift instructed by USAID to the project including major changes to the project goal, strategic objectives, activities and project indicators. Additionally, the coordination between ANACAFE, FEDECOCAGUA, AGEXPORT and FUNCAFE to ensure that all parties involved were in agreement over the new strategy.

## Solutions to Challenges

Prior to the restructure the project worked to disseminate and thoroughly explain the project goals, objectives and core activities to local leaders and stakeholders, in order to promote community participation. Once community members became aware of the objectives of the project, how their participation was integral and the innovative ways in which they could learn from the project, individuals were eager to participate.

To address the challenges faced after the restructure, project staff led by the Interim Director, began engaging directly with partners and focusing on how the efforts put forward could be complementary to the existing activities and benefit groups that were already receiving services from partners, but missing the key animal protein component from what they were being provided. With the support of USAID and the leadership of NCBA CLUSA, ANACAFE and AGEXPORT opportunities were identified for effective coordination with the consortium of AGEXPORT and ANACAFE, which will affect the efficiency and effectiveness of joint operations and meet the expectations of USAID for creating a new model of comprehensive intervention for projects working with USAID funds.

Furthermore, the entire NCBA CLUSA team was involved in the re-envisioning of the strategy from the beginning and worked together to understand what their roles would be in the new activities and how each individual would be an integral part of the decision making process in the modifications that were made to the activities. NCBA CLUSA has made significant efforts to ensure that all of the partners are involved and aware of the strategy that is being developed and that the strategies align. The memorandums of understanding been developed will also strengthen these alliances.

## Lessons Learned

1. To reduce food insecurity, it is necessary to coordinate efforts to improve both outcomes, nutrition and income generation of rural farming families, specifically focusing on the more vulnerable: women and CU5.
2. To conserve biodiversity and avoid household dependence on external inputs, the agricultural practices have

- to be based on organic techniques, appropriate technology, and the rescue of native species and seeds.
3. The training materials have to be adapted and contextualized to the target population, (adults, other language speakers, and illiterates) and must have few letters and more drawings.
  4. It is necessary to develop local input suppliers in order to encourage the organic agriculture production.
  5. Including the entire team in the redesign and planning of the new strategy generates synergy and allows each individual staff member to personally identify with the goals, objectives, and project intervention model, which will in turn create a larger impact.
  6. Identifying potential areas for complementary efforts with ANACAFE and AGEXPORT means that all parties involved will be able to ensure that beneficiaries are receiving comprehensive and holistic support which will allow greater impact and sustainability.



**Standard Performance Indicator Table**

No	Indicator	Reference Sheet	Project Year				Units	Collection Method
			1	2	3	4		
1	Number of rural households benefiting directly from USG interventions	FtF 4.5.2-13	TBD	2,000	5,000	7,000	Households	Field Staff
2	Number of individuals who have received USG support for food security/education training	FtF 4.5.2-7	TBD	15,000	25,000	35,000	People	Field Staff
3	Number of individuals who have received USG support for small animal and agriculture production training	FtF 4.5.2-7	TBD	15,000	25,000	35,000	People	Field Staff
4	Number of individuals who have received USG support for small animal and agriculture as a business training	FtF 4.5.2-7	TBD	4,000	8,000	14,000	People	Field Staff
5	Number of private enterprises (for profit), producers organizations, women groups, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	FtF 4.5.2-42	TBD	40	75	100	Organizations	Field Staff
6	Value of incremental sales (collected at farm-level) attributed to program implementation	FtF 4.5.2-23	TBD	200,000	850,000	1 Mil	USD Sales	Field Staff
7	Number of vulnerable households benefiting directly from USG interventions	FtF 4.5.2-14	TBD	2,000	5,000	7,000	Households	Field Staff
	Number of households that practice dietary diversity; mean number of food groups consumed by women on reproductive age and children under 5 years of age who have received USG support		TBD	1,895	5,105	7,000	Households	Field Staff
8.1	Prevalence of children 6-23 months receiving a minimum acceptable diet	FtF 3.1.9.1-1	TBD	497	1,458	1,955	People	Field Staff
8.2	Prevalence of children 24-59 months receiving a minimum acceptable diet	FtF 3.1.9.1-16 modified	TBD	363	1,063	1,426	People	Field Staff
8.3	Women's Dietary Diversity: Mean number of food groups consumed by women of reproductive age	FtF 3.1.9.1-2	TBD	1,035	2,584	3,619	People	Field Staff

## Annex I. Original Project Indicators

\*The implementation phase did not occur for the original indicators due to the project restructure. With the modification, NCBA CLUSA will begin to report on the proposed indicators that have been reviewed and approved with USAID Guatemala

9	Number of households consuming animal protein (kg) weekly basis	FtF 3.1.9.1-2	TBD	2,000	5,000	7,000	People	Field Staff
Cross Cutting Themes								
10	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, income or employment)	GNDR-2	TBD	1,035	2,584	3,619	People	Field Staff
11	Number of climate mitigation and/or adaption tools, technologies, and methodologies developed tested and/or adopted as a result of USG assistance	GCC 4.8.2-8	TBD	1	2	2	Practices	Field Staff
12	Number of MSMEs, including farmers, receiving USG assistance to access grants	FtF 4.5.2-30 Adapted	TBD	1,000	2,500	3,000	People	Field Staff
13	Value of agricultural and rural grants	FtF 4.5.2-29 Adapted	TBD	TBD	TBD	TBD	US \$	Field Staff

Standard Impact Indicators								
No	Indicator	Reference Sheet	Project Year				Units	Collection Method
			1	2	3	4		
1	Daily per capita expenditures (as a proxy for income) in USG-assisted areas (R)*  *Indicator title has been changed slightly from the title in Facts Info. FTFMS and Facts Info numbering is the same.	FtF 4.5.9	TBD	-----	-----	TBD	US \$	Field Staff
2	Prevalence of Poverty: Percent of people living on less \$1.25/day*(R)  *The MDGs define this level as those living in "extreme poverty". Although we do not use the word "extreme" in this title, we are referring to the same measure used by the UN for the MDGs	FtF 4.17	TBD	-----	-----	TBD	US \$	Field Staff

## Annex II. Proposed CDP III Guatemala Indicators

		Standard Impact Indicators							
No	Indicator		Reference Sheet	Project Year				Units	Collection Method
				1	2	3	4		
1	Daily per capita expenditures (as a proxy for income) in USG-assisted areas (R)*		FtF 4.5.9	TBD	----- ---	-----	TBD	US \$	Field Staff
2	Prevalence of Poverty: Percent of people living on less \$1.25/day**		FtF 4.17	TBD	----- ---	-----	TBD	US \$	Field Staff

Standard Performance Indicator Table								
No	Indicator	Reference Sheet	Project Year				Units	Collection Method
			1	2	3	4		
1	Number of rural households benefiting directly from USG interventions	FtF 4.5.2-13	TBD	Households (direct)			Households	Field Staff
				New 400	New 500	New 150		
				Continuing 0	Continuing 400	Continuing 900		
				Total 400	Total 900	Total 1050		
				Households (indirect)				
				New 1200	New 1500	New 450		
				Continuing	Continuing 1200	Continuing 2700		
				Total 1200	Total 2700	Total 3150		
				Indicator Total				
New 1600	New 2000	New 600						
Continuing	Continuing 1600	Continuing 3600						
Total 1600	Total 3600	Total 4200						
2	Number of individuals who have received USG support for food security/education training	FtF 4.5.2-7	TBD	400	900	2,100	Individuals	Field Staff
3	[2] Number of individuals who have received USG support for small animal and agriculture production training	FtF 4.5.2-7	TBD	400	900	2,100	Individuals	Field Staff
4	[3] Number of individuals who have received USG support for small animal and agriculture as a business training	FtF 4.5.2-7	TBD	400	900	2,100	Individuals	Field Staff
5	Number of private enterprises (for profit), producers organizations, women groups, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	FtF 4.5.2-42	TBD	10	20	30	Organizations	Field Staff

6	Value of incremental sales (collected at farm-level) attributed to program implementation	FtF 4.5.2-23 adaptado a ventas totales	TBD	40,000	120,000	300,000	Sales in USD	Field Staff
Targets must be disaggregated by product								
7	Number of vulnerable households benefiting directly from USG interventions	FtF 4.5.2-14	TBD	Households (direct)			Households	Field Staff
				New 400	New 500	New 150		
				Continuing 0	Continuing 400	Continuing 900		
				Total 400	Total 900	Total 1050		
				Households (indirect)				
				New 1200	New 1500	New 450		
				Continuing 0	Continuing 1200	Continuing 2700		
				Total 1200	Total 2700	Total 3150		
				Indicator Total				
				1600	2000	600		
1600	3600	4200						
Targets must be disaggregated by the parameters of vulnerability								
8	Number of households that practice dietary diversity; mean number of food groups consumed by women on reproductive age and children under 5 years of age who have received USG support		TBD	1600	3600	4200	Households	Field Staff
8.1	Prevalence of children 0-59 months receiving a minimum acceptable diet	FtF3.1.9.1-16 Modified to include children from 0-59 months	TBD	160	360	420	Individuals	Field Staff
9	Number of households that have increased animal protein consumption	FtF 3.1.9.1-2	TBD	1600	3600	4200	Households	Field Staff

10	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, income or employment)	GNDR-2	TBD	M	480	M	1080	M	1260	Personas	Field Staff
				F	1120	F	2520	F	2940		
				T	1600	T	3600	T	4200		
				% F	70	% F	70	% F	70		
11	Number of climate mitigation and/or adaption tools, technologies, and methodologies developed tested and/or adopted as a result of USG assistance	GCC 4.8.2-8	TBD	1		2		2		Prácticas	Field Staff
12	Number of MSMEs, including farmers, receiving USG assistance to access grants	FtF 4.5.2-30 Adapted to include grants	TBD	400		500		150		Personas	Field Staff
13	Value of agricultural and rural grants/credits	FtF	TBD	Annual	150,000	Annual	50,000	Annual		US \$	Field Staff
		4.5.2-29 Adapted to include grants		Cumulative	150,000	Cumulative	200,000	Cumulative	200,000		
14	Number of financial intermediaries which attend to households and microenterprises supported by USG assistance	4.7.1-13	TBD	New	5	New	3	New	0	Institutions	Field Staff
				Continuing	0	Continuing	5	Continuing	8		
				Total	5	Total	8	Total	8		

## Annex III. FY2015 Success Story



**USAID**  
DEL PUEBLO DE LOS ESTADOS  
UNIDOS DE AMÉRICA

Cooperative  
Development Program III  
Guatemala

**NCBA  
CLUSA**  
National Center for  
Cooperative Leadership and  
University Studies

### SUCCESS STORY Women participation bringing hope

#### **NCBA CLUSA working toward gender equality and community participation**

*Sonia Gómez is one of the women that are being benefited by the Cooperative Development Program (CDP III) Guatemala, which started in 2014.*



*"One day Ana came to my house and invited me to participate in a women group. When I told my husband Carlos, he aimed me to assist and look forward to obtain a present. When I arrived to the meeting place, I saw a lot of women smiling, and listening to the technician, he was explaining the new project. Finally I could realize that the only present that I could obtain was new knowledge and new friends, and this is good enough for me".*

**CDP III Guatemala Project is establishing Mother to Mother Groups to promote women participation and prevent malnutrition in children, through initiating peer to peer discussions on promoting optimal child care, good feeding practices and decision-making.**

During the past years, due to the coffee rust, coffee production decreased from six quintals to two quintals, with these low income the family has to survive for over a year, as a result they are facing several problems, including the disability to provide health care and three meals a day to the family. *"Sometimes I feel myself very sad because I don't have enough money to buy food to my family, and I only have maize for tortillas, salt and few local herbs for cooking.*

Historically in the municipality of Tajumulco women participation has been low. According to the Women Municipality Office Coordinator, Mrs. Elvia Gomez *"this happens due to the discrimination, sexism, domestic violence, submission to the house work, migration and lack of opportunities"* for these reasons is important to work in order to enforce women rights and promote their social inclusion and communitarian participation to empower them".

In May 2015, NCBA CLUSA Guatemala with USAID funds, in collaboration with local leaders and counterparts, started the Cooperative Development Program (CDP III) in four municipalities of San Marcos Department, with the purpose of promote women participation and inclusion in development projects, through the organization of Mother to Mother Groups and invited Sonia join a group on which she can meet other local mothers, to build their knowledge of consumption of nutritional food and the production and marketing of animals and vegetables, using local resources to improve their nutrition, food access and business development.



Sonia is one of the 30 women participating in Mother to Mother group.

Every meeting day she gets up early, cleans her house, prepares family meals, and walk for an hour to arrive at her meeting on time. When came back to house she teaches her family everything learned

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