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Rural Value Chains

Huehuetenango and San Marcos



USAID Cooperative Agreement D- 520-A-12-00004 ANACAFE - USAID

ANNUAL WORK PLAN
October 1, 2014 through September 30, 2015

Guatemala, August 30, 2014

• Introduction

The Presidential Initiative on Feed the Future (FtF) is built upon the premise that poverty and hunger are closely intertwined. In response, the United States Government focused efforts on promoting economic development in selected priority countries, of which Guatemala is one, in combination with host country investment to comprehensively combat hunger and malnutrition. The Rural Value Chains Project (RVCP) falls within the FtF framework and is designed to address the following issues.

- Promote direct ties between economic growth and improved nutritional levels, not coincidentally, but rather as two interdependent objectives.
- Introduce and adopt a solid participatory approach from the bottom up to effect behavioral changes in producers and their families as a means to improve overall nutrition and income.
- Encourage the private sector to take on commitments to promote more equitable and inclusive economic growth in the agricultural sector.

As a result, RVCP goals and objectives will lay the groundwork so that coffee, horticulture and handicraft value chains can expand their reach to include a greater number of small producers --in turn, including more women, young adults and indigenous groups. Producers will then be better positioned to benefit from sustained and long-term economic growth. RVCP expected results include increased producer income by means of innovative production techniques and better access to markets, as well as improved nutrition by means of behavioral changes among the RVCP target population by applying a comprehensive educational approach.

The USAID Cooperative Agreement AID-520-A-12-00004 was signed on May 31, 2012 between USAID/Guatemala and ANACAFE as the primary Consortium organization responsible for RVCP implementation. The Agreement stipulates a requirement for an Annual Work Plan that will describe the commitments undertaken by the consortium and lists the activities to ensure progress toward expected results over the five years in the life of the Project.

Annex A to the Agreement stipulates the requirement to submit annual work plans on August 30 of each year describing activities from October 1 of that year until September 30 of the following year.

To this end, the RVCP Project Implementation Unit (UIP in Spanish) facilitated contributions by technical staff from each of the Consortium organizations to develop the Year 3 Work Plan for the period from October 1, 2014 through September 30, 2015. The Plan includes the four sections described below and constitutes an instrument in support of the activities within the RVCP framework that will be undertaken by each of the Consortium organizations during the third year in the life of the Project.

- **Description:** (a) overview and target amounts set during the five years in the life of the Project; (b) targets for Year 3 in RVCP implementation; (c) description of principal activities for the year; (d) timeline, and (e) list of responsible parties per activity.
- **Narrative:** (a) brief overview of the Project; (b) implementation context; (c) RVCP institutionalization; (d) implementation obstacles and mitigation measures; (e) principle activities by component and crosscutting theme, and (f) coordination, cooperation and information exchange mechanisms with other FtF institutions.
- **Budget**
- **Procurement Plan**

The four sections of the Work Plan for Year 3 are closely related, but are presented as separate items to facilitate management. This report constitutes the narrative section of the Work Plan.

2. Rural Value Chains Project (RVCP) Overview

As indicated above, RVCP falls within the framework for the Feed the Future (FtF) Initiative to contribute to food security through economic development and the fight against poverty. FtF aims to achieve this long-term objective through three main components: (1) developing agricultural markets, (2) preventing and treating malnutrition, and (3) improving humanitarian food assistance and social security networks.

To those ends, RVCP has two key objectives as follows:

- a. Reduce poverty and malnutrition rates in 21 municipalities located in the provinces (*departamentos* in Spanish) of Huehuetenango and San Marcos¹ by increasing the household income of small producers from participating organizations from the coffee, horticulture and handicraft value chains.
- a) Encourage producers and their families to adopt deep-rooted behavioral changes to see that any improvements in their income may remain sustainable and ensure improvements to the nutritional well being of their families over the short, medium and long term.
- b) The Project is designed to reach the objectives by broadening the participation of poor rural households in value chains for coffee, horticulture and handicrafts. In addition, the Project will assist the value chains to better access local, regional and international markets. Furthermore, RVCP promotes activities pertaining to nutrition to encourage better use of foods as a means to reduce levels of chronic infant malnutrition.

In reaching these objectives, RVCP implements activities under the following components:

- I. Improved competitiveness along the value chains;
- II. Expanded participation in the value chains;
- III. Improved agricultural productivity;
- IV. Expanded trade and increased markets (private consolidator);
Note: implementation activities for this Component were excluded from the USAID/ANACAFE Agreement.
- V. Improved food production and use, and
- VI. Improvements to the handicrafts value chain.

Although structured around the components listed above, the Project also includes the following crosscutting themes.

- Education and Training
- Entrepreneurial Development
- Climate Change
- Financial Services
- Communications (information)
- Engaging local and national government (political dialogue).

RVCP implementation is a responsibility shared by the consortium organizations led by ANACAFE as the primary organization, together with CONFECOOP (through its three federations: FEDECOCAGUA,

¹ Huehuetenango: Jacaltenango, Chiantla/Union Cantinil, San Sebastian Huehuetenango, Todos Santos Cuchumatan, Santa Cruz Barrillas, Cuilco, Concepcion Huista, San Antonio Huista, La Libertad and La Democracia. San Marcos: El Rodeo, San Rafael Pie de la Cuesta, San Lorenzo, San Pablo, Tajumulco, Nuevo Progreso, Sibinal, San Miguel Ixtahuacan, San Pedro Sacatepequez, Tejutla and San Marcos. USAID authorized Project expansion to the last three municipalities on June 28, 2013.

FEDECOAG and ARTEXCO), FUNCAFE and FUNDASISTEMAS. It is apparent that the organizations of small-scale producers are the key members of the Consortium and, as such, play a number of roles within RVCP. They are beneficiaries/partners, as well as designers and implementers that contribute in kind. They are the principal means to obtaining sustained development that will endure beyond the life of the Project.

The Consortium's implementing strategy is flexible and dynamic whereby RVCP activities will be institutionalized within producer organizations so that they continue to institute change upon a sustainable foundation. Behavioral changes among small-scale producers and their families together with institutional and entrepreneurial innovation are what steer RVCP activities. The three RVCP implementation pillars are: (1) participation, (2) competitiveness and (3) improvements to the livelihood of its beneficiaries.

In sum, the challenge facing RVCP partners lies not only in finding the formula that will produce better quality coffee, improve horticulture production for higher value or optimize the production of handicrafts, but will also broaden the participation of small producer groups under equitable and profitable market conditions. Furthermore, the challenge also lies in strengthening the producer groups to ensure that they remain participatory, inclusive and resilient.

1. RVCP Implementation Context

• **Community Characteristics**

- The communities selected for RVCP are most often located in remote areas with difficult access and at some distance from their local seat of government (*cabecera municipal*). The communities are in precarious conditions lacking basic services. A significant percentage of the members from these communities work in coffee; the families make their living as day laborers, subsistence farmers or from informal handicraft production. Much of the population provides seasonal labor to supplement their income.
- The communities are primarily indigenous population from three ethnic groups: Mam, Quiche and Kaqchikel. The languages spoken are Popti, Kanjobal, Mam, Pocomam, Quiche and Kaqchikel, but most of the producers also speak Spanish.
- RVCP communities are about 90% reliant on coffee production, primarily micro, small and medium growers producing coffee as follows: Strictly Hard Bean (SHB) (70%), Hard Bean (HB) (20%) and Extra Prime (EP) (10%). The coffee tree varieties that predominate in the area are about 98% Arabica – Bourbon, Caturra, Catuai, Pache and other disease

resistant cultivars. The remaining two percent is Robusta, found primarily in the San Marcos lowlands. The land upon which coffee is planted is sloped (80%) and hilly (20%). The soils are volcanic and predominantly loamy clay, loamy sandy and chalky clay.

- Project findings indicate that an artisan from one of the RVCP communities takes an average of five weeks to complete a handicraft, investing about three hours of labor per day. This is the equivalent of 60 sessions per year for a daily income of GTQ6.45. Artisans produce approximately two products per year, with low productivity. In addition, the material they procure locally is poor quality, does not meet export quality standards and is about 49% more expensive than in urban areas.

- ✓ The growers participating through RVCP reside primarily in communities facing dire circumstances as a result of the global financial crisis and the effects of climate change. The problems they face include:
 - a lack of food security;
 - reliance on a single crop (90% reliant on coffee production);
 - 70% of the road infrastructure is in poor condition;
 - public services are deficient or almost non-existent (health, security and education);
 - limited income diversification;
 - increased environmental impact from human and agricultural activities, and
 - high levels of poverty and chronic child malnutrition.

- **Producer Organization Characteristics**

Generally speaking, RVCP producer groups share the following characteristics:

About 90% of their members have little schooling and high rates of illiteracy.

About 90% of the organizations have an ageing membership; on average, their members are over 45.

About 90% of the organizations have vulnerable administrative processes in place; primarily attributable to limited management capability.

About 95% of the organizations lack capital and require external financing, which is difficult to access.

About 80% of the membership lacks legal certainty or title to their land ownership and in the best of cases, are forced to use municipal certifications to attempt to prove ownership.

Only a very few organizations are structured around a manager position. This makes their administrative processes difficult and in cases in which the organization has hired staff, they usually have frequent personnel rotation and limited opportunities for professional growth. Most managers have remained in the position for an average of only two years.

Almost 80% of the organizations lack appropriate accounting procedures.

- Out of the 28 RVCP coffee producer organizations working under FEDECOCAGUA, 18 (64%) have certification procedures in place –including organic certifications such as NOP-USDA, European Union and JAS, or FLO, Utz Certified, Starbucks and Rainforest Alliance.

The 28 organizations have a total membership of 2,750 coffee producers, of which 2,300 (84%) are men and 450 (16%) are women. Members planted a total of 3,870 hectares of coffee for a 2014-2015 harvest expected to yield 9,675,000 pounds of parchment coffee. A total of 71% (1,953 producers) of the members are of Mayan ethnicity, but most speak Spanish.

The organizations use the following collection systems for their crops:

- ✓ Ripe coffee fruit: five organizations have shared wet mill facilities;
- ✓ Wet parchment beans: one organizations has a mechanical dryer;
- ✓ Parchment coffee: 22 organizations have centralized collection warehouses prior to transporting the beans to the FEDECOCAGUA dry mill facility.

Based on their altitude above sea level, coffee grower groups are producing about 70% Strictly Hard Bean, 20% Hard Bean and 10% Extra Prime.

- The small-scale producer groups that ANACAFE works with in Huehuetenango include two co-ops, 13 associations and 15 GATs (work and friendship groups). The organizations number 1,867 members of which 1,490 (80%) are men and 377 (20%) are women. Growers have 1,951 hectares planted with coffee and expect to harvest about 5,100,000 pounds of parchment beans, equivalent to about 2,600 pounds per hectare. About 70% of the members are from the Mam, Qanjobal and Popti ethnic groups. Women and youth are in positions of authority in approximately 30% of the organizations.
- RVCP works with 23 producer groups in San Marcos, four of which are co-ops, 11 are associations, two are ECAs (*Empresas Campesinas Asociativas*) and six are GATs. Members number 1,482, of which 1,137 (77%) are men and 345 (23%) are women. A total of 1,320 producers from 18 of the 23 RVCP organizations are from the Mam ethnic group and one from the Sipakapense ethnic group. Producers planted a total of 1,483 hectares yielding 1,162,600 pounds of parchment coffee.

About 43% of the organizations are producing certified organic coffee for specialty markets.

FEDECOAG will work with 19 small-scale horticulture producer groups in RVCP Year 3 (October 1, 2014 through September 30, 2015). Members number 1,979 producers growing potatoes, snow peas, sweet peas and lima beans. Membership is divided into 82% men and 18% women, of which 1,187 (60%) are from the Mam ethnic group while 792 members (40%) consider themselves *ladinos*. In light of their organizational and operational structures, services provided and working capital, the organizations have limited entrepreneurial capacity.

- ARTEXCO works with 20 producer groups with a total of 1,027 artisans, of which 1,016 (99%) are women and 11 (1%) are men. All of the members are of Mayan ethnicity and located in Huehuetenango (17 groups) and San Marcos (3 organizations).

TABLE 1
RVCP / FEDECOCAGUA ORGANIZATIONS

1	Organization	Location	Municipality	Province	Membership			Hectares	Production (in 100 lb. sacks of parchment coffee)
					Men	Women	Total		2014/2015
1	Cooperativa Integral Agrícola Tajumuco, R. L.	Aldea Tajumuco Union Cantinil	Union Cantinil	Huehuetenango	275	63	338	598	14,992
2	Cooperativa Integral Agrícola Todosantera, R. L.	Caserlo Tuiboch, Aldea Mash	Todos Santos Cuchumatán	Huehuetenango	92	12	104	191	7,527
3	Cooperativa Agrícola Integral San Pedro Necta, R. L.	San Pedro Necta	San Pedro Necta	Huehuetenango	148	27	175	275	4,562
4	Cooperativa Agrícola Integral San José el Obrero, R. L.	La Libertad	La Libertad	Huehuetenango	291	64	355	511	16,974
5	Cooperativa Agrícola Integral Nuestro Futuro, R. L.	Km. 325 on the Interamerican Highway	La Democracia	Huehuetenango	116	22	138	431	11,613
6	Cooperativa Agrícola Integral Pena Roja, R. L.	Aldea Pena Roja	La Libertad	Huehuetenango	75	7	82	236	7,466
7	Cooperativa Agrícola Integral Hoja Blanca, R. L.	Aldea Hoja Blanca	Cuilco	Huehuetenango	43	14	57	155	4,977
8	Cooperativa Agrícola de Servicios Varios Agua Dulce, R. L.	Aldea Agua Dulce	Cuilco	Huehuetenango	41	3	44	71	2,074
9	Cooperativa Integral Agrícola Cocolense, R. L.	Aldea Cocola Grande	Santa Eulalia	Huehuetenango	82	14	96	106	1,659
10	Cooperativa Agrícola Integral la Nueva Unión, R. L.	Santa Cruz Barillas	Santa Cruz Barillas	Huehuetenango	103	16	119	65	4,148
11	Pre cooperativa Nueva Providencia	Aldea Providencia	Santa Cruz Barillas	Huehuetenango	23	4	27	17	169
12	Pre cooperativa San José Maxbal	Santa Cruz Barillas	Santa Cruz Barillas	Huehuetenango	24	3	27	33	844
13	Cooperativa Agrícola de Servicios Varios Chojzunil, R. L.	Aldea Chojzunil	Santa Eulalia	Huehuetenango	82	30	112	148	3,006
14	Cooperativa Unión Coataneca	Aldea San José Pueblo Nuevo	San Sebastián Coatan	Huehuetenango	20	10	30	21	435
15	Grupo Pananchilac	Aldea Pananchilac	Santa Eulalia	Huehuetenango	12	8	20	6	124
16	Cooperativa Integral Agrícola el Porvenir, R. L.	San Marcos Huista.	Jacaltenango	Huehuetenango	405	33	438	209	3,318
17	Cooperativa Axola	Petatan	Concepción	Huehuetenango	87	12	99	102	2,074
18	Cooperativa Teogal	San Martín Cuch.	Todos Santos Cuchumatán	Huehuetenango	18	2	20	19	415
19	Cooperativa Integral Agrícola Río Limón, R. L.	Buenos Aires	Cantinil	Huehuetenango	29	6	35	42	830
20	Grupo San Andrés	Aldea San Andrés	Jacaltenango	Huehuetenango	50	10	60	29	415
21	Cooperativa San José R. L.	Caserío La Plata	El Rodeo	San Marcos	48	10	58	69	771

22	Cooperativa de Servicios Varios Nuevo	Nuevo Progreso	Nuevo Progreso	San Marcos	55	9	64	104	1,078
23	Cooperativa La Esperansita, R. L.	Comunidad Agraria La	El Rodeo	San Marcos	27	11	38	49	767
24	Cooperativa Integral Agricola 21 de Octubre	Caserio Tojoj	San Pablo	San Marcos	26	16	42	56	1,161
25	Cooperativa Integral Agricola La Bendicion R. L.	Aldea Tocache	San Pablo	San Marcos	17	17	34	69	1,327
26	Cooperativa Integral Agricola Comunidades Unidas R. L.	Aldea El Naranja	San Rafael Pie de la Cuesta	San Marcos	34	14	48	93	1,410
27	Cooperativa Integral Agricola Riveras del Cabuz R. L.	Aldea El Matasano	San Pablo	San Marcos	16	6	22	34	41
28	Cooperativa Agricola Integral San Pablo R. L.	San Pablo	San Pablo	San Marcos	61	7	68	130	2,571
TOTAL					2,300	450	2,750	3,870	96,750

TABLE 2
RVCP ORGANIZATIONS / ANACAFE REGION V

ITEM	ORGANIZATION	LOCATION	MUNICIPALITY	PROVINCE	MEMBERSHIP			HECTARES*	Production (in 100 lb. sacks of parchment coffee)
					MEN	WOMEN	Total		
1.	Asociacion de Union de pequenos	Aldea Camojaito	La Democracia	Huehuetenango	62	20	82	115	3,400
2.	Asociacion de desarrollo integral el esfuerzo, Tuiboch	Caserio Tuiboch, aldea	Todos Santos Cuchumantan	Huehuetenango	45	7	52	36	946
3.	Asociacion de desarrollo flor del Cafe.	Caserio Chanjon, aldea San	Todos Santos Cuchumantan	Huehuetenango	24	7	31	25	752
4.	Asociacion de caficultores Flor del Cafe	Aldea la Esperanza	Union Cantinil	Huehuetenango	43	3	46	131	3,256
5.	Asociaciones de desarrollo economico y social los chujes	Aldea Vista Hermosa Union Cantinil	Union Cantinil	Huehuetenango	57	10	67	250	9,141
6.	Asociacion de caficultores Union Cantinil	Canton Casa Grande	Union Cantinil	Huehuetenango	21	0	21	42	1,600
7.	Gat, Buenos Aires	Canton Buenos	Union Cantinil	Huehuetenango	0	25	25	8	207
8.	Asociacion integral de caficultores Rancho Viejo	Aldea El Rancho Viejo	San Antonio Huista	Huehuetenango	27	4	31	67	4,225
9.	Asociacion integral agricola sostenible	Canton Centro	San Antonio Huista	Huehuetenango	19	2	21	32	900
10.	Asociacion de desarrollo integral de caficultores El Pajal	Aldea El Pajal	San Antonio Huista	Huehuetenango	25	4	29	49	2,300
11.	GAT Cipresales	Cacerio Cipresales, aldea	San Antonio Huista	Huehuetenango	15	1	16	47	1,585
12.	GAT Cafe Toneco Nojoya	Aldea Nojoya	San Antonio Huista	Huehuetenango	18	0	18	13	380
13.	Coopreativa Rio Azul	Canton San Sebastian	Jacalteanngo	Huehuetenango	175	30	205	206	1,536
14.	Cooperativa Esquipulas	Cabecera municipal	La Libertad	Huehuetenango	100	46	146	139	5,685
15.	Asociacion de permacultores de Cuilco	Aldea Oajaqueno	Cuilco	Huehuetenango	33	6	39	48	1,300
16.	Asociacion agricola y desarrollo integral	Aldea Petatan	Concepcion Huista	Huehuetenango	150	75	225	65	900
17.	GAT Grano de Oro	Canton Maravillas, Aldea El	Santa Cruz Barillas	Huehuetenango	20	3	23	30	356

18.	GAT California	Aldea Balbeleltzap	Santa Cruz Barillas	Huehuetenango	18	10	28	25	349
19.	GAT San Francisco Momonlac	Aldea San Francisco	Santa Cruz Barillas	Huehuetenango	29	5	34	48.26	665
20.	GAT Flor de Limon	Aldea Santa Elena	Santa Cruz Barillas	Huehuetenango	12	8	20	25	387
21.	GAT El Aguacatal	Aldea Puente Alto	Santa Cruz Barillas	Huehuetenango	20	7	27	33	542
22.	GAT Centro Jolomtj	Aldea Buena Vista	Santa Cruz Barillas	Huehuetenango	28	5	33	14	295
23.	GAT San Jose Jolomtj	Caserio San Jose, aldea	Santa Cruz Barillas	Huehuetenango	29	13	42	15	355
24.	Asociacion Barillense	Santa Cruz Barillas	Santa Cruz Barillas	Huehuetenango	266	67	333	332	6,000
25.	Asociacion mejoramiento agroforestal ASPROAGR	Caserio Buena Vista, Aldea Jolomtj	Santa Cruz Barillas	Huehuetenango	72	7	79	35	800
26.	GAT La Providencia	Caserio la Providencia	Santa Cruz Barillas	Huehuetenango	64	2	66	30	800
27.	GAT San Francisco	Caserio San Francisco, Aldea	Santa Cruz Barillas	Huehuetenango	13	0	13	8	170
28.	GAT San Jorge	Caserio San Jorge, Aldea	Santa Cruz Barillas	Huehuetenango	19	3	22	19	300
29.	GAT Blanca Flor	Caserio Blanca Flor, aldea San	Santa Cruz Barillas	Huehuetenango	26	4	30	10	300
30.	GAT Villa Linda/Nuevo		Santa Cruz Barillas	Huehuetenango	60	3	63	54	1350
TOTAL					1,490	377	1,867	1,951.26	50,782

TABLE 3
RVCP ORGANIZATIONS / ANACAFE REGION I

ITEM	ORGANIZATION	LOCATION	MUNICIPALITY	PROVINCE	MEMBERSHIP			HECTARES		PARC HME NT COF FFF
					TOTAL	M	F	COFFEE	PRODUCTION	
1	Cooperativa Integral Agricola Nuevo Eden, R. L.	Comunidad Nuevo Eden	Nuevo Progreso	San Marcos	23	13	10	70.70	58.81	400
2	Asociacion Campesina Unidos Por La Paz y El Desarrollo Integral Comunitario ACUPDIC	Comunidad La Suiza	Nuevo Progreso	San Marcos	72	67	5	109.90	85.42	700
3	Cooperativa Integral Agricola Nuevo Porvenir, R. L	Comunidad Nuevo Porvenir	Nuevo Progreso	San Marcos	30	26	4	127.40	100.13	1,100
4	Empresa Campesina Asociativa Emmanuel	Comunidad Agraria Emanuel	Nuevo Progreso	San Marcos	57	43	14	107.80	99.41	700
5	Empresa Campesina Asociativa Nueva Escocia	Comunidad Nueva Escocia	Nuevo Progreso	San Marcos	57	44	13	87.50	64.42	750
6	Grupo de Amistad y Trabajo Nuevo San Luis	Comunidad Nuevo San Luis	Nuevo Progreso	San Marcos	22	18	4	35.70	28.71	250
7	Asociacion de Pequenos Productores Agricolas Entre Cerros - APPAECE	Aldea Provincia Chiquita	San Pedro Sacatepequez	San Marcos	18	18	0	64.40	56.71	650
8	Grupo de Amistad y Trabajo El Cafetalito	Aldea las Majadas	San Cristobal Cucho	San Marcos	16	16	0	18.73	15.24	200
9	Asociacion de Pequenos Productores de Cafe de Liberacion - APECAFEL.	Caserio Liberacion	Tajumulco	San Marcos	41	29	12	45.06	33.80	450
10	Asociacion de Pequenos Caficultores Organicos Mayas Mames - APECAFOM.	Aldea Pueblo Nuevo	Tajumulco	San Marcos	131	102	29	117.57	88.18	850
11	Asociacion de Pequenos Caficultores Organicos Mayas Mames - APECAFOM - I	Aldea Pueblo Nuevo	Tajumulco	San Marcos	105	80	25	91.13	68.35	800
12	Asociacion Civil de Pequenos Productores Agricolas Comunidades Unidas - ACIPACU	Caserio el Naranja	Tajumulco	San Marcos	55	42	13	94.84	71.13	750
13	Asociacion de Productores de Cafe Media Cuesta	Aldea Media Cuesta	Tajumulco	San Marcos	26	21	5	35.00	26.25	425
14	Asociacion Civil de Pequenos Productores Agricolas Flor del Cafe	Aldea Santa Rita	Sibinal	San Marcos	94	76	18	83.30	62.48	1,300
15	Cooperativa Integral Agricola Entre Rios	Caserio La Libertad	Tajumulco	San Marcos	41	31	10	60.61	45.46	700
16	Asociacion Nuevos Horizontes	Aldea Toquian Grande	Tajumulco	San Marcos	39	30	9	35.69	26.77	350
17	Asociacion de Desarrollo Integral Buenos Aires	Caserio Buenos Aires	San Pablo	San Marcos	57	47	10	50.16	37.62	325

ITEM	ORGANIZATION	LOCATION	MUNICIPALITY	PROVINCE	MEMBERSHIP			HECTARES		PAR CHM ENT
					TOTAL	M	F	COFFEE	PRODU CTION	
18	Cooperativa Integral Agricola La Igualdad	Caserio La Igualdad	San Pablo	San Marcos	61	53	8	79.57	59.68	475
19	GAT La Lima	Caserio La Lima	San Miguel Ixtahuacan	San Marcos	164	114	50	70.00	20.20	172
20	GAT La Pena	Caserio La Pena	San Miguel Ixtahuacan	San Marcos	119	89	30	40.60	14.80	82
21	GAT Legual	Colonia Legual	San Miguel Ixtahuacan	San Marcos	97	59	38	29.40	10.77	80
22	GAT Siete Platos	Aldea San Jose Ixcaniche	San Miguel Ixtahuacan	San Marcos	77	62	15	17.50	9.84	86
23	GAT Sipacapa	Cabecera Sipacapa	Sipacapa	San Marcos	80	57	23	10.50	3.50	31
TOTAL					1,482	1,137	345	1483.06	1087.68	11626

TABLE 4
RVCP ORGANIZATIONS/ FEDECOAG

ITEM	ORGANIZATION	LOCATION	MUNICIPALITY	PROVINCE	MEMBERSHIP			HECTARES	CROP	YIELD (100 LB.)
					M	F	Total			
1	Cooperativa Nueva Esperanza	San Sebastian	San Sebastian H.	Huehuetenango	190		190	14.33	peas	2,651.12
2	Cooperativa Los Cuchumatanes	Aldea Chuscaja	Chiantla	Huehuetenango	27	6	33	peas	peas	529.50
3	Cooperativa San Bartolo	Aldea Los Rosadillos	Chiantla	Huehuetenango	126	24	150	14.29	peas	4,191.58
4	Cooperativa Joya Hermosa	Aldea Chimentoro	Chiantla	Huehuetenango	60	10	70	5.42	potato	1,984.00
					60	10	70	2.61	potato seed	955.00
5	Cooperativa La Nueva Esperanza	Aldea Chicoy	Todos Santos	Huehuetenango	85	8	93	28.04	potato	17,605
6	Asociacion ADAT	Aldea San Martin	Todos Santos	Huehuetenango	114		114	5.11 12.86	peas lima bean	1,200 2,750.13
7	Asociacion AMAS	Aldea Quilinc	Chiantla	Huehuetenango	0	34	34	2.48	peas	865.50
8	Cooperativa El Paraiso	Aldea La Freternida	Tejutla	San Marcos	70	19	89	20.18	potato	4,428.50
9	Cooperativa de ADRI	Aldea San Sebastian	San Marcos	San Marcos	76	1	93	16.96	potato	7,306
								1.29	potato seed	495
10	Cooperativa San Pedro Unido	Mercado No. 1	San Pedro Sac.	San Marcos	21	10	31	7.46	potato	11,496.00
11	Asociacion ADIS	Sibinal	Sibinal	San Marcos	24	31	55	3.12	potato	1,017.00
12	Asociacion El Fcuerzo	Aldea San Andres Chapil	San Pedro Sac	San Marcos	14	1	25	7.7	potato	4,072.00
								0.58	potato seed	273.00
13	Asociacion ICUZONDE HUE	Aldea San Francisco Las	Chiantla	Huehuetenango	275	25	300		peas	Tbd
tb	Cooperativa La Paquixena	Aldea Paquix	Chiantla	Huehuetenango	85	24	109		potato lima bean	Tbd
15	ADESJU	Chiantla	Chiantla	Huehuetenango	175	50	225		potato peas	Tbd

16	ACORDI	Aldea La Capellania	Chiantla	Huehuetenango	75	40	115		potato	Tbd
17	ADINUT	Aldea Chichim	Todos Santos	Huehuetenango	60	20	80		potato lima bean	Tbd
18	Asociacion San Jose Las Islas	Aldea San Jose Las Islas	San Marcos	San Marcos	68	5	73		peas	Tbd
19	ASADIT	Aldea San Isidro	Aldea San Isidro	Tejutla	20	10	30		potato peas	Tbd
TOTAL					1,625	354	1,979			61,819.33

NOTE: Organizations 13-19 began working with RVCP as of October 1, 2014. As a result, FEDECOAG technicians are still estimating total production areas.

TABLE 5
RVCP ORGANIZATIONS / ARTEXCO

ITEM	LOCATION	MUNICIPALITY	PROVINCE	MEMBERSHIP			PRODUCTION	
				WOMEN	MEN	Total	Product	TOTAL
1	Secheu	Concepcion Huista	Huehuetenango	26	0	26	full Güipil	54
							shirt collar	
							partial Güipil	
2	Nuevo San Rafael	La Democracia	Huehuetenango	53	0	53	skirt	109
							Güipil	
							bag	
3	Txejoj	San Sebastian	Huehuetenango	40	3	43	wool blanket	89
							Güipil	
							belt/sash	
							bag	
							shawl	
							wool skirt	
							embroidery	
lengths of fabric								
4	Sujal	San Sebastian	Huehuetenango	35	0	35	scarf	72
							Güipil	
							skirt	
							shawl	
5	Chexap	San Sebastian	Huehuetenango	23	2	25	embroidered	52
							Güipil	
							embroidery	
							tablecloth	
							scarf	
sheet								
6	Chequequix	San Sebastian	Huehuetenango	32	1	33	bag	68
							skirt	
							Güipil	
							embroidery	
7	Chalhuitz	Todos Santos	Huehuetenango	41	2	43	embroidery skirt	89
							bag	
							Güipil	
8	Tzipoclaj	Todos Santos	Huehuetenango	31	1	32	shirt collar	66
							Güipil	
							napkin	
							trouser accessory	
9	Pajon	Todos Santos	Huehuetenango	19	1	20	fabric	41
							Güipil	
10	Los Pablo	Todos Santos	Huehuetenango	35	0	35	shirt collar	72
							Güipil	
							trouser sash	
11	Petatan and Cabil	Concepcion Huista	Huehuetenango	46	0	46	bag	95
							shawl	
							sweater	

							doily	
							shawl	
							tablecloth	
12	Canalaj	Concepcion Huista	Huehuetenango	33	0	33	<i>Güipil</i>	68
							shirt collar	
13	Islam y El Toril	Cuilco	Huehuetenango	51	0	51	<i>Güipil</i>	105
							skirt	
							bag	
							napkin	
							shawl	
							crochet shawl	
							crochet doily	
							crochet blouse	
14	San Jose Ixcunen	La Democracia	Huehuetenango	200	0	200	<i>Güipil</i>	413
							skirt	
							bag	
15	Inchehues, Chejbal, Pebilpam, Tizbaj, Centro	Jacaltenango	Huehuetenango	202	0	202	bag	417
							embroidery blouse	
							knit dress	
							embroidery pillowcase	
							wool bag	
							crochet blouse	
							partial <i>Güipil</i>	
							<i>Güipil</i>	
							doily	
16	Corinto	Cuilco	Huehuetenango	20	0	20	<i>Güipil</i>	41
							skirt	
							bag	
17	Canton Norte	La Democracia	Huehuetenango	30	0	30	<i>Güipil</i>	62
							skirt	
							knit bag	
							wool bag	72
18	Nuevo Mexico, Los Canaques, Santa Rosa	San Lorenzo	San Marcos	35	0	35	basket	
							embroidery tablecloth	
							bag	
							doily	
							tulle	
							wool bag	
							scarf	
							headband	
19	Barrancas, Checamba centro	Sibinal	San Marcos	35	0	35	basket	72
							embroidery tablecloth	
							bag	
							doily	
							tulle	
							wool bag	
							scarf	
							headband	
20	Baljetre	San Miguel	San Marcos	29	1	30	kitchen pottery	62

		Ixtahuacan					pottery knickknacks	
							pottery vase	
							pottery animals	
							decorative pottery	
TOTAL				1,016	11	1,027		2,119

2. RVCP Institutionalization

- RVCP staff is strengthening FUNCAFE capacity regarding food security and nutrition. RVCP participates in FUNCAFE projects that are funded by the GOG or through international donors as part of its strategic planning.

FUNCAFE administrative staff supports RVCP technicians in managing Project assets, procurement, financial records and logistics. In turn, RVCP technicians strengthen other aspects of FUNCAFE operations (such as health, education and management) in regards to resource management, monitoring and evaluation and systems processing. In other words, the teams work in close coordination to achieve expected results both within the institution as well as in regard to RVCP objectives.

About 20% of the RVCP technicians hired to work on food security and nutrition speak a Mayan language and are assigned to work with communities in which their language skills will be useful.

FUNCAFE considers each and every RVCP process as an opportunity for improvement and learning. As a result, the organization identifies and encourages practices that are the most representational and provide the greatest social impact to then include them in the institutional strategic plan and ensure sustainability. RVCP is providing FUNCAFE with learning experiences that have become knowledge capital and institutional expertise e.g. a) systematize experience to record and replicate best practice for food security and nutrition; b) regularly monitor and analyze information for decision making, and c) respect the cultural-social context while applying effective communication tools to foster behavioral change.

- ANACAFE included specific technical staff for RVCP implementation as part of its operational structure. The staff is well qualified to transfer knowledge in the areas of agriculture, post harvest techniques and entrepreneurial development. ANACAFE plans to hire 30 promoters in 2015 to strengthen technical assistance provided to producers from the 53 RVCP organizations in San Marcos (23) and Huehuetenango (30). The promoters will be selected in such a way as to ensure that the producer

groups will be able to continue to pay for their services once the Project concludes as a means to sustain the efforts promoted by RVCP. Both technicians and promoters report directly to the ANACAFE Regional Coordinators in San Marcos and Huehuetenango and serve the producer groups from each of the municipalities in the RVCP target area. The technicians working in San Marcos do not speak a Mayan language because all the producers there speak Spanish. One of the technicians in Huehuetenango speaks a Mayan language, but producers there are also all fluent in Spanish.

ANACAFE will make efforts to retain highly trained personnel and ensure follow up to the activities using its own funds intending to continue to strengthen RVCP producer organizations. In addition, ANACAFE will make optimal use of the RVCP methodology and continuous processes to work with other organizations that were not included in the Project or were located beyond the geographical scope for RVCP. ANACAFE institutionalized the RVCP Entrepreneurial Development System (SIDEM in Spanish) and will call on its Entrepreneurial Development Technicians to implement it throughout the remaining ANACAFE regions.

- FEDECOCAGUA organizational structure includes a Technical Assistance Department and RVCP professional staff joined the department as follows:
 - seven technical advisors responsible for assisting between three and five RVCP producer groups --providing support, training and comprehensive technical assistance.
 - two organizational strengthening technicians to work on entrepreneurial development and also work with technical advisors on management, financial and accounting issues.
 - two certification and liaison technicians to work with technical advisors on product certifications and promote coordination among other Consortium organizations responsible for RVCP implementation. They are also responsible for the RVCP crosscutting issues.

Four of the above-mentioned staff members speak a Mayan language, thereby facilitating communication with members of RVCP producer groups.

- In addition, ANACAFE plans to expand technical services for small-scale coffee producers from the 28 RVCP organizations in San Marcos and Huehuetenango. As of FY2015, ANACAFE will hire 16 paratechnicians that are themselves coffee producers from the region. The Project foresees that the organizations will themselves be able to pay for their services once RVCP ends and ensure the sustainability of Project results and impacts.

- FEDECOAG has a Co-operative Development Unit under which RVCP-funded staff is hired. The staff includes the following:
 - Project Director (1)
 - Horticulture Specialist (1)
 - Trade Specialist (1)
 - management coordinator (1)
 - administrative assistant (1)
- horticulture technicians (9 –three of which will be hired in FY2015)
- M&E specialist (1)
- health and nutrition technicians (2 –one of which will be hired in FY2015)
- agricultural promoters (19 -nine of which will be hired in FY2015)
- organizational strengthening technicians (3 –one of which will be hired in FY2015).

About 40% of the technical staff (nine agricultural promoters and one trainer) speaks a Mayan language --facilitating interaction with the horticulture producers from the Mayan Mam ethnic group.

- ARTEXCO added 18 field technicians to its operational staff responsible for RVCP activities. Of these, three speak a Mayan language enabling them to communicate effectively with artisans (all of which come from a Mayan ethnic group). Staff positions and duties are summarized as follows:
 - two food security and nutrition technicians to benefit 627 families
 - four entrepreneurial development technicians responsible for structuring the producer organizations and implementing RVCP SIDEM
 - a technical coordinator responsible for technical assistance to structure 18 producer groups and assist with SIDEM implementation
 - five marketing technicians to assist 20 producer groups to distribute their goods on the local market and benefit 720 families (striving to ensure that production quality meets customer needs)
 - a technical coordinator responsible for assisting producers to meet sales targets
 - a field technician responsible for assisting artisans with production costs (to achieve a 20% reduction in costs)

- a design technician responsible for adding 20% more value to each handicraft and ensure increased income for producers
- a production coordinator responsible for processes to increase productivity
- a digital commerce technician to assist RVCP production leaders on market trends and demands
- a technical assistance and training specialist on financial issues.

In addition, ARTEXCO filled seven management positions to oversee information, procurement and supply processes as necessary to ensure the technical staff can meet RVCP targets and objectives.

ARTEXCO also support processes that will ensure the long-term sustainability and continuity of RVCP results by officially structuring the producer groups in such a way as to represent the interests of artisans in each community. ARTEXCO efforts are also designed to provide technical assistance to the organizational leadership, boards and members to support their efforts to put organizational principles into practice.

- FUNDASISTEMAS organizational structure supports SIDEM implementation as follows:
 - A technical field team responsible for planning and coordinating assistance to entrepreneurial development technicians from ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO during training activities for producer organizations.
 - An independent team on methodology development to research, consolidate and systematize experiences to better adapt SIDEM methodology and develop material as necessary for implementation.
 - An independent team on image and graphic design for all the material required for SIDEM implementation.
 - An audiovisual production and direction team for all necessary material.
 - A SIDEM application manager responsible for planning, overseeing, managing and controlling human, financial and material resources as necessary to meet RVCP objectives. In addition, the manager contributes to the methodology development and co-facilitates the methodology transfer to RVCP entrepreneurial development technicians

within ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO.

- An administration and accounting team responsible for management and accounting processes that ensure control and good management of RVCP resources allocated to FUNDASISTEMAS.
- FUNDASISTEMAS authorities contribute to relating, researching and decision making to ensure attainment of RVCP objectives. In addition, they are responsible for supervising the technical team and independent specialists implementing RVCP activities.

3. Implementation Obstacles and Mitigation Measures

- **Project Coverage Constraints**

Many of the RVCP producer groups do not currently have immediate family members that meet the requirements to benefit from the food security and nutrition component. This also constrains potential increases in the number of families to benefit from this component. Requirements are as follows:

- a) reside in rural areas or outlying urban areas within RVCP target municipalities;
- b) be an active member of a producer organization;
- c) express interest in voluntarily and actively participating in RVCP implementation activities;
- d) access to 50m² of land and a source of labor to set up a family garden following FUNCAFE technical recommendations, and
- e) access to water (at least 100 quarts/day) to supply a low-pressure irrigation system during the dry season.

FUNCAFE will schedule bilateral meetings with technicians from each RVCP Consortium organizations to identify areas of interest that will allow for growth and expansion of RVCP activities under the food and nutritional security component.

- **Widely Scattered Groups**

FUNCAFE works with producer organizations representing families from various communities with the corresponding geographic dispersion that complicates logistics and limits ability to meet Project results and targets. Technical teams require a greater level of effort to reach each family. The Foundation recommends that RVCP Consortium organizations classify families in groups of at least 20-25 families per community to ensure progress in a timely fashion.

Technicians should apply this approach in communities that are widely dispersed and should select communities that allow for 20-25 families from neighboring communities to participate.

In those communities in which FUNCAFE approached families directly, technicians have managed to classify them into groups as described. Nevertheless, communities working with FEDECOAG under the horticulture value chain are much more widely dispersed than those in the other two value chains (coffee and handicrafts).

FUNCAFE will schedule bilateral meetings with ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO to reach agreements that will ensure progress toward expected results.

- **Natural Disasters**

The Western Highlands have been hard hit by natural disasters in the past two years. San Marcos suffered two earthquakes and tremors of significant magnitude. In addition, Huehuetenango saw heavy rains from tropical storms that lead to landslides and make access to Project communities even more difficult.

To further aggravate matters, producers in the coffee value chain have seen their crops decimated from the effects of coffee rust disease. Seeing as the crop is their main source of income, growers spend all their time and resources attempting to curb the negative effects of the disease and have little time leftover to participate in RVCP educational activities on food and nutritional security. The following sections describe some of the effects caused by coffee rust disease.

- Coffee rust disease has affected about 1,482 producers from the 23 organizations ANACAFE works with in San Marcos (90% incidence rates) with severity ranging from 8% up to 30%. The effects are most strongly felt between August and September.
- Coffee rust disease led to more moderate damage (15%) for about 800 producers (43%) from 30 RVCP organizations in Huehuetenango.
- About 95% of the members from 28 organizations working with FEDECOCAGUA in Huehuetenango have been slightly affected (between 5-10%) by coffee rust disease in La Democracia, Todos Santos Cuchumatán, Cuilco, La Libertad, Jacaltenango and Unión Cantinil. Other areas in San Marcos and Santa Cruz Barillas in Huehuetenango have more severe damage (between 25-35%), but the damage to organic coffee plantations in Santa Cruz Barillas has been more severe (more than 35%).

As a result, FUNCAFE field technicians realigned Project activities to increase participation and motivation in food and nutritional security events. Although reactions following natural disasters are difficult to foresee, technicians have also put contingency plans in place to ensure appropriate responses.

- **Friction within Producer Groups (co-ops, associations and GATs)**

Friction and difficulties within producer groups in the coffee, horticulture and handicraft value chains have a direct impact on implementing activities under the food and nutritional security component. When the groups are well organized, appropriately structured and operational, implementation goes smoothly. When groups lack organization, empowerment and leadership however, participation is lackluster and progress is slow.

FUNCAFE has a monitoring system in place to track performance and share the results with the other Consortium organizations (ANACAFE, FEDECOCAGUA, FEDECOAG y ARTEXCO) to take corrective measures when necessary.

- **Socio-economic Issues**

- Some communities lack reliable power and this hampers RVCP progress. This is particularly true for post-harvest management activities. Although much of the training takes place in the field (using a methodology of learning by doing), any classroom instruction is limited to the use of printed material instead of audio-visual media. This constrains demonstrations and leads to greater reliance on real-time demonstrations. The Project has taken measures to procure power generators to minimize the impact.
- Citizen demonstrations are a frequent event to exert pressure on central government authorities extending to road blocking and obstruction of movement. These situations affect RVCP progress when technicians and producers are unable to commute to scheduled activities. Unfortunately, the Project is not in a position to overcome this obstacle.
- The Project faces difficulties in scheduling events during business hours that may affect the earnings of certain participants. The Project is taking measures to ensure that activities are scheduled as convenient for members.
- RVCP training activities require that artisans invest time that could otherwise be used for productive activities. As a result, ARTEXCO plans to offer more in the way of hands-on training rather than theoretical instruction to enable participants to see the impact through improved sales of their products.

4. Principal Activities

- **Components**

- **Component 1: Improved Competitiveness along the Value Chains**

- The Project plans to improve competitiveness along the coffee and horticulture value chains by implementing the activities described below.

- **Coffee Value Chain**

- **ANACAFE – San Marcos and Huehuetenango:**

- **a. Increased Yields**

- RVCP plans to work with producer groups in Huehuetenango in FY2015 to improve crop management and increase yields. The Project will provide technical assistance and training as follows:

- tissue management when appropriate;
 - soil sampling to implement fertilization plans as required;
 - soil conservation practices;
 - integrated pest and disease management;
 - shade management, and
 - coffee rust disease monitoring (for three organizations).

- In regard to the 23 producer groups in San Marcos, RVCP plans activities to increase production by 226 pounds of parchment coffee per hectare as compared to yields from 2012. The increase equals about 10% to achieve yields of 1,312,000 pounds of parchment coffee among the 23 producer groups.

- RVCP activities are expected to increase yields among the 30 producer groups in Huehuetenango by an average of about 350 pounds of parchment coffee per hectare (equivalent to a 13.5% increase compared to the 2011-2012 harvest). The increased yield will produce about 5,100,000 pounds of parchment coffee in the 2014-2015 season.

- **b. Planation Renewal**

- The Project plans technical assistance and support to 30 RVCP groups in Huehuetenango to benefit 191 small-scale coffee producers in renewing 55 hectares planted with coffee resistant to disease (*Hemileia vastatrix*). The producers themselves will grow the seedlings following RVCP technical assistance.
 - The Project will provide technical assistance to establish 13 hectares of new plantations to replace coffee trees or plant new areas in San Miguel Ixtahuacan, San Marcos. This effort is designed to replace low-yield corn planted in nutrient-poor and heavily eroded soils with healthy coffee trees. As a result, producers

would likely seek out new areas to plant corn; therefore, Project technicians will assist producers to replant previously abandoned fields and avoid negative repercussions on their subsistence farming and family nutrition. The plantations will require agroforestry management to ensure successful shade planting with more positive environmental effects.

- The Project will work with 525 coffee producers from RVCP groups in San Marcos to renew a total of 40 hectares of coffee. In addition, technicians plan to set up 750 plots demonstrating plantation renewal techniques to benefit the same number of growers from 18 organizations.
- The Project will provide technical assistance to renew productive tissue on 105 hectares of coffee to benefit 577 producers from 18 of the 23 grower groups in San Marcos.

c. Post Harvest Management Improvements

- The Project will provide assistance to upgrade 30 hand-operated coffee mills used by producer groups in Huehuetenango. The process includes methodologies and practices to treat waste products and mitigate environmental effects.
- Technicians will monitor coffee quality among 30 RVCP organizations in Huehuetenango to identify and correct any effects of the cup. As a result, the Project will identify at least one organization to participate in regional or national tasting competitions and/or auctions.
- The Project plans a series of training activities to improve wet mill processing and improve quality control.
- RVCP technicians working with 23 coffee groups in San Marcos plan 110 technical assistance visits, as follows:
 - Continue to provide assistance throughout each phase in the wet mill process (ripe fruit harvesting, de-pulping, fermentation, rinsing and classification, drying and cup monitoring). Technicians will work with *Asociacion Flor del Cafe*, *Asociacion de Desarrollo Integral Buenos Aires (ADIBA)*, *Cooperativa Nuevo Eden* and *Asociacion de Campesinos Unidos Por La Paz y El Desarrollo Integral Comunitario (ACUPDIC)* to correct procedures on a timely basis and produce coffee without cup defects.
 - Assist coffee grower organizations operating wet mills to implement measures to improve food safety, occupational safety, operational procedures and equipment maintenance.
 - Assist *Asociacion Civil de Pequeños Productores Comunidades Unidas* in San Marcos to improve their coffee drying processes.
 - Technicians will work with organizations operating individual wet mills to implement ten hand-operated modules through the Rural Coffee Training Center (CERCAFE in Spanish). As a result, producers will implement best practices and appropriately manage waste products (composting, holding

tanks, oxidation, waste water treatment).

d. Employment Generation

- A key aspect of RVCP implementation includes employment generation. To that end, the Project expects to generate 2,020 new jobs in FY2015 in Huehuetenango to increase incomes of families participating in the coffee value chain.
- The Project expects to create 636 jobs for producer organizations in San Marcos, as follows:
 - 555 jobs to produce 1,312,000 pounds of parchment coffee and
 - 81 jobs required to renew 40 hectares of coffee plantations.

e. Improved Practices or Technologies

- The Project will provide technical assistance to 30 grower groups in Huehuetenango to implement best practices such as genetic improvements, soil conservation, integrated pest and disease management, tissue management, and others.
- The Project plans technical assistance for 30 grower groups in Huehuetenango using field visits to implement agricultural improvements including tissue management plans, fertilizations plans, shade management plans, seedling management plans and integrated disease management plans.
- One of the main activities to increase productivity and promote attitudinal changes among coffee producers is to provide tailored technical assistance. To this end, ANACAFE technicians in San Marcos plan 336 visits to 23 organizations. The visits are planned around the crop cycle with activities scheduled throughout the 12 months in FY2015.
- ANACAFE technicians will provide technician assistance for producers in San Marcos to implement new technologies, as follows:
 - traceability;
 - waste product management;
 - quality control;
 - composting, and
 - the use and calibration of spraying equipment.

Technicians will also continue to strengthen practices and technologies from previous reporting periods including:

- soil conservation;
 - waste product management;
 - safe pesticide use and handling;
 - composting, and
 - the use of biological pits.
- The Project will work in FY2015 to strengthen the ten Rural Coffee Training Centers (CERCAFE in Spanish) established over the course of 2014 in San Miguel Ixtahuacan, San Marcos. The centers are used as models for family production development to include social, economic and environmental factors in planning productive systems based on individual and personal development,

families, organizations and/or communities.

- The 23 producer groups in San Marcos will develop and implement 104 management plans as follows:
 - 19 coffee seedling management programs,
 - 14 productive tissue management programs,
 - 19 integrated pest and disease management programs,
 - 14 shade management programs,
 - 19 fertilization and soil amendment plans, and
 - 19 soil management and conservation programs.
- An integrated coffee-rust disease management plan calls for spraying equipment that meets quality standards for effective organic and chemical fungicide application. As a result, RVCP plans the following.
 - Provide producer groups with two spraying devices for demonstrations during training events and later use by members.
 - Provide two sets of personal protection equipment for each organization for demonstrations during training events under the Safe Use and Management of Pesticide Plan as approved by USAID for RVCP.

f. SIDEM

ANACAFE plans to closely coordinate activities with FUNDASISTEMAS to strengthen entrepreneurial capacity within coffee producer organizations in Huehuetenango and San Marcos, as described below.

a) Governance

Phase:

- Support producer groups to improve organizational structures.
- Analyze and apply bylaws.
- Apply internal policies and regulations.
- Create functional organizational charts.
- Share vision, mission and objectives.
- Review and update manuals on duties and responsibilities of high-level authorities.
- Update diagnostics for 23 producer groups in San Marcos including surveying producers to obtain accurate data on families and socio-economic information.

b) Management Phase:

- Provide assistance and support to hold regular general assemblies to increase accountability and elect board members.
- Assistance to prepare and track work plans and budgets.
- Assistance on accounting operations.
- Assistance on complying with fiscal obligations.
- Assistance to prepare and distribute meeting minutes.
- Compliance with legislation on organizations or general requirements.
- Assistance on accounting and board accountability.

- Implement and prepare accounting records.
- Manage loan portfolio.
- Prepare agreements with regulatory agencies.
- Prepare procedures manuals and accounting policies.
- Implement capitalization plans to increase working capital.
- Promote cash flow management practices that build trust among members and authorities, promote transparency and strengthen internal controls.

c) Associative Trade Phase:

- Strengthen processes to collect coffee.
- Assistance to find new markets.
- Determine strategies for associative trade.
- Implement production records for each member within each organization to verify actual annual yields per member and improve negotiating position with buyers.
- Organize training workshops on business and marketing plans to strengthen and develop tools with the trade committee and members of the board.
- Work specifically with the trade committee and the board of directors from *Asociacion de Caficultores Miguelenses*, in San Miguel Ixtahuacan, San Marcos, to schedule activities for market analysis. This includes an experience exchange visit to Santa Cruz Barillas, Huehuetenango, to discuss coffee trade with *Asociacion Barillense de Agricultores (ASOBAGRI)*.
- Two training events to promote participation by *Asociacion Flor del Cafe* and APECAFEL in San Marcos in the Cup of Excellence competition.

d) Business Strengthening Phase:

- Analyze and evaluate production costs and risk mitigation, to include preparing risk mitigation plans for *Cooperativa Nuevo Eden*, APPAECE and ACUPDIC in San Marcos.
- Analyze lessons learned during coffee trade processes.

e) Entrepreneurial Growth and Community Outreach Phase

- Support capitalization programs to increase own-source capital through member revenue from productive projects; interest earned on loans to members; capital inflows from government agencies as seed capital following effective accountability, and sales revenue from products or agricultural supplies.
- Seek financing sources.
- Process to increase membership.

- Technical assistance and support to diversify income by planting coffee together with short growing-cycle crops (such as beans) or by planting coffee together with macadamia.
- Systematize production practices using environmental responsibility and appropriate policies.
- Use ANACAFE’s Coffee Search System to ensure updated websites for each of the RVCP organizations in San Marcos and Huehuetenango.

➤ **FEDECOCAGUA – San Marcos and Huehuetenango:**

a. Increased Coffee Yields

RVCP technical assistance and training activities are designed to ensure that producers in Huehuetenango and San Marcos increase their yields of parchment coffee by about 230 lbs./hectare to achieve average yields of 2,500 lbs./hectare for the 2014-2015 harvest and a total crop of about 9,700,000 pounds. The increased yield equals 9.2% over previous crops and will be the result of the activities summarized below.

- Participate in three of the most important specialty coffee fairs in the U.S. (three participants), Japan (two participants) and the Stuttgart Coffee Summit “Roasters Forum” (one participant). As a result of the exposure, the Project expects that producers will open or expand markets for many members of RVCP grower groups.
- Assist members and organizational leaders to work on FLO certification so as to: a) strengthen and/or improve governance, democracy and loyalty; b) strengthen traceability records; c) improve and strengthen employer/employee relations; d) promote social policy; e) promote environmental policy, including safe and responsible management of pesticides; f) promote occupational safety and security, and g) improve food safety and quality controls. In addition, technicians will work with members and leadership to ensure the sustainability of any certifications attained as a result of environmentally friendly procedures and improved social responsibility.
- Train producers to efficiently manage crop fertilization using soil analysis.
- Train coffee producers to more efficiently harvest their crop to improve conversion rates from ripe fruit into parchment beans.

b. Plantation Renewal

- Technical assistance, training and support to 570 producers to renew 190 hectares of coffee plantations using disease tolerant varieties. Producers will invest their own funds to renew plantations.
- Set up 250 demo plots to renew 42.5 hectares out of a total 190 hectares that will

be renovated. In setting up these plots, RVCP plans to purchase 200,000 seedlings.

c. Post Harvest Management Improvements (new wet mills and/or upgrades, new or remodeled hand-operated wet mills)

- Improve electrical wiring for 50 individual wet mills and six shared wet mills to ensure energy efficiency, avoid accidents and reduce processing costs.
- RVCP will procure six semi-integrated de-pulping machines to set up demonstrations and share appropriate technology that will protect quality and produce a 40-60% reduction in water use (during peak harvest periods of 2,500-3,500 lbs./day of coffee berries).
- The Project will procure 100 modules of environmentally friendly manual de-pulping equipment. Technicians will distribute the modules strategically among micro and small producers (peak harvest of about 500-1,000 lbs./day of coffee berries) to avoid negative impacts on coffee quality from using worn or outdated equipment.

One of the recommendations from the first RVCP environmental audit included having said modules adjusted to ensure that waste could be collected following the de-pulping process. The waste is collected in sacks and transported to composting sites. Wastewater is deposited in holding tanks, recycled for additional use during the de-pulping process or used for irrigation. In addition, fermentation and rinsing tanks will be used to direct water where most needed and ensure appropriate use of valuable resources.

The Project will rely on input from technicians and paratechnicians to select the producers to benefit from the environmental de-pulping modules. Selection will be based on:

- a) members with the most heavily worn equipment;
 - b) members who are widowed or heads of single-parent households;
 - c) members who do not own equipment and either rent or borrow it when necessary, thereby jeopardizing the quality of their coffee beans, and
 - d) members who meet minimum production requirements for the environmental de-pulping modules (up to 3,000 lbs./day of ripe berries).
- Another of the audit recommendations included retrofitting 100 wastewater-holding tanks (byproducts from wet mill processing) to ensure their efficient use and effective containment. The audit found that they seeped and also filled with rainwater.
 - The Project will work with coffee producers to address drying issues. To this end, RVCP will procure 100 movable drying decks (weather resistant). Climate change is leading to unusually heavy rainfall and unseasonal precipitation during

harvests, causing small-scale producers to endure crop losses. The movable drying decks expand producers` drying capacity and mitigate the effects of losses due to rainfall.

Technicians will select producers to benefit from the movable drying decks based on their productive capacity and their own lack of infrastructure (thereby jeopardizing coffee quality in areas with unusual or unseasonal rainfall from the effect of climate change).

- Technicians will procure or repair machinery and equipment (screens, de-pulping equipment, drying ovens, scales and sampling screens) to provide proper maintenance for shared wet mills and areas to store parchment coffee. By avoiding the use of poorly maintained facilities, producers will ensure better quality of their coffee.
- The Project will benefit producers by procuring 600 manual dryers for use by growers coping with difficult drying conditions that jeopardize the quality of their coffee.

d. Employment Generation

- As a result of RVCP activities, the Project expects to see producer organizations generate 4,595 new jobs in FY2015. Of these, 502 jobs (11%) will be permanent positions within producer organizations.

e. Improved Technology or Practices

- The Project assigned seven technicians on sustainable production to work with the 28 producer groups. The technicians will provide training and tailored recommendations on innovative technologies to improve productivity.
- The Project will assign two technicians on organizational strengthening to systematically train staff and board members from producer organizations in the use of best management practices.
- Two technicians on certifications and liaison will monitor producer groups in Huehuetenango and San Marcos as to their compliance with regulations and certification processes. To this end, technicians will set up traceability controls, offer training programs on labor and environmental issues, as well as on industrial security and hygiene.
- The Project will organize educational tours for producers to observe best agricultural practices and issues pertaining to climate change, plantation renewal and post-harvest management.

f. SIDEM

- FEDECOCAGUA technicians in San Marcos and Huehuetenango plan to:
 - Continue to work with FUNDASISTEMAS to design a certification program on entrepreneurial development.
 - Continue to implement the Governance Phase under SIDEM to strengthen decision-making entities and organizational management.
 - Continue to implement SWOT exercises and provide assistance to Type A and Type B producer organizations.
 - Begin to implement SIDEM among Type C organizations and prepare them to move up to Type B.

Horticulture Value Chain

➤ **FEDECOAG – San Marcos and Huehuetenango**

▪ **Controlled Growing Conditions (greenhouses and macro-tunnels)**

Members of RVCP horticulture organizations will receive technical assistance, training and implementation support to monitor their use of drip irrigation systems, the use of productive technology under controlled conditions by using macro-tunnels for a more rational and efficient use of water resources.

▪ **Crop Areas under Controlled Conditions (greenhouses and macro-tunnels)**

Crop production under controlled conditions and drip irrigation will increase gradually within organizations, contingent upon the number of members growing certain crops. The Project plans to have 2.6 hectares planted with crops under controlled conditions using macro-tunnels.

▪ **Technical Assistance to Promote Improved Technologies and Practices**

Technicians will provide technical assistance to 1,979 horticulture producers from 19 grower groups (12 in Huehuetenango and 7 in San Marcos) and plan to promote at least one improved agricultural technology i.e. soil conservation, *Biodep*, pesticide dosing and composting. RVCP technicians expect to implement these practices over at least 130 hectares of horticulture crops. Furthermore, technicians will encourage soil sampling and lab analysis to plan fertilization and ensure their efficient use.

▪ **Employment Generation**

RVCP activities are designed to improve productivity and lead to the creation of 540 new jobs (promoting equal opportunities for men and women from each grower group) to strengthen and expand job creation.

▪ **New Export Crop**

RVCP technicians identified several potential export crops and three organizations are already working on them (peas and lima beans in Huehuetenango). In addition, the

Project continues to work with producers in both San Marcos and Huehuetenango to seek niche markets and opportunities for horticulture crops to negotiate their phased in production for export.

▪ **Intermediate and Final Processing**

RVCP continues to make efforts so that horticulture producers targeting export markets set up collective production processes. Cooperativa San Bartola has been successful in this area and added an intermediate step with pea crops to add value for the export market. Not only does it benefit producers collectively to add value, but the activity also creates seasonal jobs for 60 women (organization members and non-members).

▪ **SIDEM**

RVCP will continue to implement SIDEM (Phase I on Governance) with horticulture producer groups as follows:

- entrepreneurial diagnostics;
- structure boards according to bylaws and/or organizational growth;
- train board members and staff;
- develop position descriptions;
- determine and approve policies and regulations according to the degree of organizational development;
- design mission and vision statements, and
- review bylaws to determine revisions if necessary.

Handicraft Value Chain

➤ **ARTEXCO – San Marcos and Huehuetenango:**

a. **SIDEM**

ARTEXCO works with two groups of Type B artisans and 18 Type C groups. The former are working in legally established organizations, while the latter are working as individual artisans to produce goods for their own use with some surplus for local sale. The latter are considered residential workers located in areas not known as handicraft production areas. As a result, ARTEXCO plans to tailor SIDEM implementation to these groups as follows.

- *Degree of Authority and Focus Group for Type C Groups*
 - The Project plans to organize 144 workshops (eight per group) to teach the diagnostic and governance phases.
 - Technicians will schedule 108 site visits (six per group) to provide support and tailored assistance to 270 artisans who will in turn share their increased knowledge with other artisans.
- *Degree of Authority and Focus Group for Type B Groups*
 - The Project will work with two organizations and schedule 16 workshops (eight per organization) for a total of 35 artisans.

- The Project will organize classroom instruction sessions on governance and administrative management. The phases cover organizational structure, mission and vision statements, bylaws, internal regulations, policies and manuals. In addition, instructors will cover the Canvas business model as a SIDEM tool to develop business plans, including market tracking, value proposals, distribution channels, customer relations, revenue sources, key partnerships, activities, principal resources and cost structures. Furthermore, instruction will cover accountability, leadership and corporate participation.
- The Project will schedule 22 site visits (11 per group) to provide technical assistance and tailored support to ten group members assuming board positions.

➤ **FUNDASISTEMAS – San Marcos and Huehuetenango:**

▪ **Promote SIDEM for Adoption by RVCP Producer Groups working under ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO**

A. SIDEM

- Project technicians will continue to research secondary sources such as books, brochures, magazines and reports to determine, gather and analyze data on methodological tools on entrepreneurial development as defined by SIDEM.
- The Project will enrich SIDEM implementation by gathering material and tools used for entrepreneurial strengthening activities by ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO, including experience by FUNDASISTEMAS.
- Technicians will complete their work to tailor manuals and support material.
- The Project will design content for each SIDEM instructional session.
- Technicians will move forward in designing, gathering and tailoring facilitator handbooks to include lectures, exercises, self-assessments, in addition to videos, case studies and other support material. The material will be distributed among entrepreneurial development technicians from ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO.
- Each phase will include a teaching package for each technician from ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO covering entrepreneurial development and assistance to producer groups.
- FUNDASISTEMAS will validate, systematize and publish material as

developed for SIDEM implementation with input from entrepreneurial development technicians from ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO.

B. SIDEM Implementation

- FUNDASISTEMAS will organize 16 instructional workshops (four per organization) to transfer the methodology to entrepreneurial development technicians from ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO. The workshops will be designed to transfer the contents of manuals and training material for SIDEM Phases III, IV and V (strengthening associative trade, business and entrepreneurial growth and community outreach).
- FUNDASISTEMAS will assist and provide feedback on SIDEM implementation progress as directed by ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO technicians.
- FUNDASISTEMAS will continue to ensure compliance with requirements for ANACAFE, FEDECOCAGUA, FEDECOAG and ARTEXCO technicians to become certified as SIDEM instructors.
- FUNDASISTEMAS will begin to systematize and develop case studies on the progress of a given producer group implementing SIDEM.

C. Investment Funds and Digital Platforms

- FUNDASISTEMAS will organize an investment fund fair to gather potential investors, capitalists or donors with producers or business intermediaries. The purpose of the fair will be to bring producers and potential funding sources together with direct access and more flexible options.

FUNDASISTEMAS will work with a consultant team from Sustainable Food Laboratory to organize the fair and propose a traceability system that provides greater certainty for potential buyers as to the produce, on-time delivery and quality controls. ANACAFE will work with Green Mountain Coffee Roasters to design and validate the system.

- FUNDASISTEMAS will contract specialized consultants to design a strategy for financial inclusion.

Table 6
RVCP Component 1: FY2015 Target Summary

Component 1: Improved Competitiveness along the Value Chains		
FY2015 Targets		
Coffee and Horticulture Value Chain Targets		
Description	Life of Project	FY2015 Target
Coffee:		
Total 100 lb. sacks of parchment coffee per hectare * <small>*target reviewed and modified in July 2014</small>	25	20
Total number of producers investing in coffee plantation	2,253	1,038
Total area (hectares) with renewed coffee plantations	1,397	665
Total number of new or modified wet mills compliant with standards on water efficiency and wastewater disposal	16	2
Total number of new or modified hand operated wet mills appropriately handling byproducts this period	N/A	96
Horticulture:		
Total number of horticulture producers implementing controlled conditions (greenhouses, macro-tunnels)	90	100
Total hectares planted under controlled conditions (greenhouses, macro-tunnels)* <small>*revised target</small>	3	2.6
New export crops promoted	1	1
Crops adding intermediate or final processing	5	1
Total number of links between small producer groups and other actors in the horticulture value chain	10	7
General:		
Total number of jobs created through RVCP assistance* <small>*target reviewed and modified in July 2014</small>	33,528	7,489

Component 2: Broadened Participation in Value Chains

RVCP seeks to broaden the participation of individuals in the coffee, horticulture and handicraft value chains by implementing the activities listed below.

ANACAFE – San Marcos and Huehuetenango:

a. Partnerships between Producer Groups and Savings and Loan Co-ops, Municipalities, Public Agencies, NGOs, Private Businesses, etc.

- Organizational strengthening technicians will work with four coffee producer groups in Huehuetenango to promote partnerships that leverage the potential of existing financial resources.

- The Project will promote an alliance with the National Committee on Literacy (*Comite Nacional de Alfabetizacion* –CONALFA in Spanish) to teach 15 members from Cooperativa Nuevo Porvenir in San Marcos to read and write.

- The Project will also work with *Cooperativa Nuevo Porvenir* and *Asociacion de Pequeños Productores de Cafe de Liberacion (APECAFEL)* in San Marcos to apply for benefits from the National Forestry Incentive Program for Small Land Holders (*Programa de Incentivos Forestales para Poseedores de Pequeñas Extensiones de Tierra –PINPEP*). The program is operated by the National Forestry Institute (*Instituto Nacional de Bosques – INAB* in Spanish) to provide fiscal incentives for agroforestry projects.
- The Project will also forge alliances between ACUPDIC (in order to renovate coffee drying equipment) and *Asociacion Flor del Cafe* (to increase coffee production). Both these organizations in San Marcos will apply for funding from the National Agricultural Modernization Fund (*Fondo Nacional para la Reactivacion y Modernizacion de la Actividad Agropecuaria –FONAGRO* in Spanish).
- *Cooperativa Nuevo Eden, Cooperativa Nuevo Porvenir, ACUPDIC, ECA Nueva Escocia* and *ECA Emanuel* in San Marcos will partner with Catholic Relief Services (CRS) under their Green Coffee project for the following:
 - a) make more efficient use of RVCP and CRS resources;
 - b) avoid duplication of efforts and resources;
 - c) align objectives and project targets as being implemented by CRS and RVCP, and
 - d) train CRS technicians and promoters on issues relating to coffee production to align their assistance with RVCP/ANACAFE technical guidance.

b. Credit Ratings

- The Project will review loans in the hands of RVCP coffee producers and organizations in Huehuetenango to tabulate the data as a means to ensure that organizations are compliant with contractual commitments and advances against coffee harvests.
- RVCP technicians in San Marcos will continue to work with members from *Cooperativa Nuevo Eden, Cooperativa Nuevo Porvenir, ECA Emanuel, GAT San Luis, APPAECE, GAT El Cafetalito UCUBUJA, ADIBA, ACIPACU* and *Asociacion Flor del Cafe* to file funding applications with the Trust Fund for the Guatemalan Coffee Sector (*Fideicomiso Apoyo Financiero para los Productores del Sector Cafetalero Guatemalteco*).

c. Women and Youth in Development and Management Positions

- RVCP technicians from ANACAFE working in Huehuetenango will conduct a gap analysis on female and youth participation in developing and managing producer organizations. The results will become the basis for training and assistance plans to improve self-esteem and promote increased participation in producer groups.
- In order to encourage greater participation by women and youth in developing

or managing producer groups, RVCP technicians in San Marcos plan the activities summarized below.

- Workshop on youth leadership for children of members from eight organizations (*Cooperativa Nuevo Eden, Cooperativa Nuevo Porvenir, ACUPDIC, ECA Nueva Escocia, ECA Emanuel, GAT San Luis, APPAECE and GAT El Cafetalito*).
- Workshop designed for the members of women`s committees from six organizations (*Cooperativa Nuevo Eden, Cooperativa Nuevo Porvenir, ACUPDIC, ECA Nueva Escocia, ECA Emanuel and GAT San Luis*).
- The Project will leverage the opportunity provided by regular general assemblies to elect officers (*Asociacion Flor del Cafe, Cooperativa Entre Rios and APECAFORM I*) to encourage greater participation by women and youth in seeking positions of leadership.
- The Project will work with members from *GAT Legal, GAT La Pena, GAT Siete Platos and GAT La Lima* to further encourage the participation of women and youth in board positions.

d. Engage Municipal Governments, Community Development Councils (COCODEs in Spanish) and Municipal Development Councils (COMUDEs in Spanish)

- The Project plans to organize presentations and events with authorities from producer groups in Huehuetenango to promote attitudinal changes that allow them to effectively engage with local governments and development councils taking an active role in rural development.
- The Project plans six workshops in San Marcos for members of *Cooperativa Nuevo Porvenir, Cooperativa Nuevo Eden, ACUPDIC, ECA Nueva Escocia, ECA Emanuel and GAT San Luis* to address community organization, participatory planning and budgeting.
- Technicians will offer training courses in San Marcos on community organization and participatory planning for members of *ACIPACU, Cooperativa Entre Rios, and APECAFORM I* and *Asociacion Nuevos Horizontes*.
- The Project will organize a workshop on the importance of citizen participation for members of *Asociacion de Caficultores Miguelenses (ACMI)* in San Miguel Ixtahuacan, San Marcos to ensue that members understand the importance of participating in activities that promote their community development.

e. New Beneficiaries

- ANACAFE technicians in Huehuetenango will work on the following items:
 - Provide technical assistance and support to RVCP producer groups to design or modify their policies to increase membership.

- Provide support to design and implement membership drives that attract growers not currently involved with RVCP producer organizations and to encourage associative entrepreneurial experiences. As a result, the Project expects that membership in producer groups will increase.

➤ **FEDECOCAGUA – San Marcos and Huehuetenango**

a. Partnerships between Producer Groups and Savings and Loan Co-ops, Municipalities, Public Agencies, NGOs, Private Businesses, etc.

- The Project plans to continue to work on the partnership between six co-ops and the UGK Foundation to compensate para-technicians providing technical assistance.
- The Project will forge an alliance with NRECA for RVCP producer groups to make more efficient energy use. The effort includes training events and electrical upgrades.
- The Project will provide technical assistance to RVCP grower organizations to apply for financing from FONAGRO (a mix of loans and working capital grants) for income diversification projects.
- The Project will continue to work closely with producer groups applying or seeking opportunities for financing from the Trust Fund for the Guatemalan Coffee Sector.

b. Credit Ratings

- Members of organizations affiliated with FEDECOCAGUA are eligible for financing or advances against crops. As a result, RVCP will work with these organizations to improve their credit and member ratings. The Project has found that about 2,200 members from these producer groups request advances from the organizations against their future harvests.
- The Project will work closely with 20 coffee producer groups to manage triangulated credit. This type of credit involved advances against harvests using funds managed by FEDECOCAGUA to benefit RVCP organizations. Interests are at bank rates because FEDECOCAGUA does not actually provide the capital, merely acting as an intermediary between banks and borrowers to ensure soft loans against future harvest.

c. Women and Youth in Development and Management Positions

- The Project will continue to encourage organizational leadership to include women in board positions. To this end, technicians will coordinate efforts with the National Council on Women in Co-operatives to provide training and leadership instruction.
- Project technicians will set up motivation and awareness campaigns to recruit youth as new members and then prepare them to take on more responsibility in the near future.

d. Engage Municipal Governments, Community Development Councils (COCODEs in Spanish) and Municipal Development Councils (COMUDEs in Spanish)

- FEDECOCAGUA will encourage coffee producer groups to sign cooperative agreements with three local governments (Union Cantinil, La Libertad and Todos Santos Cuchumatán in Huehuetenango) to work jointly toward shared RVCP objectives.

To facilitate joint efforts with municipal authorities, RVCP will coordinate activities with the USAID Local Governance Project.

e. New Beneficiaries

- The Project will provide assistance to the education committees from 20 producer groups to promote the positive aspects of co-operative trade and recruit new members.

➤ **FEDECOAG – San Marcos and Huehuetenango**

a. Partnerships between Producer Groups and Savings and Loan Co-ops, Municipalities, Public Agencies, NGOs, Private Businesses, etc.

- RVCP technicians will engage central government agencies that operate branch offices in the Project target area to negotiate alliances in benefit of organization members. The alliances will contribute to the sustainability of agricultural activities and possible leverage financial resources for RVCP horticulture organizations.
- FEDECOAG will continue to negotiate cooperative agreements with NGOs working in the RVCP target area similar to what the Project negotiated *Asociación de Organizaciones de los Cuchumatanes (ASOCUCH)*. In addition, the Project will seek to finalize agreements with co-operatives to ensure the sustainability of RVCP results. These alliances will further strengthen technical support for horticulture producers.

b. Credit Ratings

FEDECOAG will offer financing to members of RVCP horticulture organizations to help them establish credit from their production of peas, lima beans and potatoes.

c. New Beneficiaries

FEDECOAG will work on a two-pronged effort. The first will be to encourage horticulture producers in the RVCP target area to join organizations and the second will be to bring in additional producer groups to participate in RVCP activities.

➤ **ARTEXCO - San Marcos and Huehuetenango:**

ARTEXCO is currently working with 1,027 artisans from 20 organizations. SIDEM implementation will lead to an expanded handicraft value chain by recruiting more artisans from each community. The Project expects that each group will recruit about 40 new members, including women and youth, to reach a total of 1,800 RVCP beneficiaries.

➤ **FUNCAFE:**

a) Pilot Program on High School Degree Specializing in Coffee and Horticulture

- FUNCAFE continued to work with 23 scholarship recipients from the high school program specializing in coffee production. The first 13 students will graduate in December, 2014 with the skill sets required to work in local organizations or go on to college. The Project will continue to support the other ten students in the first year of the program until they graduate in 2015.
- Over the October to December 2015 quarter, the Project will undertake to promote the high school studies program to recruit 15 new students. The total number of new students is contingent upon entrance exams and demand for the program from the children of RVCP members. FUNCAFE worked intensively in 2014 to promote the pilot program and it is expected that demand will only increase in years to come.
- FUNCAFE initiated efforts back in 2013 to submit a request to set up high school programs specializing in coffee and horticulture production for the western region. Unfortunately, the process did not go forward when the Ministry of Education issued Ministerial Agreement 1985-2013 dated August 13, 2013 stipulating that accreditation of studies programs specializing in agriculture, livestock or forestry would fall under the authority of the National Central School for Agriculture (*Escuela Nacional Central de Agricultura – ENCA* in Spanish).
- In continuing to move forward with the application, FUNCAFE approached ENCA in 2014 to request approval for the high school studies programs specializing in coffee and horticulture production. Given ENCA's unfamiliarity with programs specializing in coffee production, the Project's request was denied and their suggestion was to work through high schools already operating in San Marcos and Huehuetenango (*Escuelas de Formacion*

Agricola –EFAs in Spanish). Despite the Project's efforts to do so, the schools' bylaws and regulations do not allow part-time students --which would contradict the spirit of the RVCP high school program offered on weekend for students that work on family coffee plantations during the week. These are the students who would otherwise not have access to additional schooling because of the loss of revenue and household income.

- In light of these obstacles, FUNCAFE has continued to offer the high school program accredited by the Ministry of Education at *Escuela de Caficultura Finca Las Nubes* and ensure that students from RVCP coffee associations and co-ops get a high school education specializing in coffee production.
- FUNCAFE also faced obstacles in 2014 to launch the studies program on horticulture production. The obstacles arose from changes in authority among government agencies responsible for high school programs. Nonetheless, the Project expects that it will complete procedures in FY2015 with two universities (Universidad de San Carlos and Universidad del Valle de Guatemala) to establish and accredit associate degrees in horticulture. FUNCAFE will provide technical support to offer the degree at two campuses –one in Huehuetenango and one in San Marcos.

Table 7
RVCP Component 2: FY2015 Target Summary

Component 2: Broadened Participation in Value Chains		
FY2015 Targets 2015		
Description	Life of Project	FY2015 Target
Total number of partnerships between producer organizations and savings and loan associations as a result of RVCP assistance or support this period	1 2	6
Total number of partnerships between producer organizations and public sector entities (municipal governments, ministries, public agencies) as a result of RVCP assistance, support or coordination this	4	4
Total number of partnerships between producer organizations and private sector entities (businesses, entrepreneurial associations, foundations, NGOs, etc.) as a result of RVCP participation	2 3	3
Total number of producers receiving financing (loans, advances, etc.) as a result of RVCP coordination, assistance or support this period *	9,000	2,200
<small>* This result replaces "Total number of triangulated credit as a result of RVCP coordination, assistance or support." Targets reviewed and modified in July 2014.</small>		
Total financing received by producers during the period	Undetermined	\$5,144,936
Total number of organizations with women and youth in decision-making positions	4 0	59
Total number of agreements with municipal governments in support of Project activities	4	1
Total funding leveraged and invested in RVCP activities (expressed in local currency)	GTQ24,000,0 00	GTQ7,421,1 10
Total number of COCODES and/or COMUDES involved with the Project <small>*LOP target reviewed and modified in July 2014</small>	4 5	27
Total number of producer organizations with increased membership as a result of RVCP strengthening efforts	Undetermined	44
Total number of students graduated/trained in specialized high school studies on coffee and horticulture production <small>* result reviewed and modified in July 2014</small>	120	60

Component 3: Improved Agricultural Productivity

RVCP seeks to improve coffee productivity as summarized below.

Coffee Value Chain

➤ ANACAFE – San Marcos and Huehuetenango:

a. Producer Investment in Plantation Renewal

- Over Year 3 of RVCP implementation, producer groups in Huehuetenango plan to invest GTQ 2,300,000 (US\$ 303,277.00) to renew plantations on 55 hectares (contingent upon the ages of the trees and damage from coffee rust disease). Producers will replant with seedlings best suited to the agricultural and climatic conditions for each organization.
- RVCP will provide assistance in FY2015 to invest a total of GTQ 2,442,250 in plantation renewal by 672 members from 23 producer groups in San Marcos (using their own funds). Table 8 summarizes the investments.

Table 8
FY2015 Investments for Plantation Renewal by Producers in San Marcos

Description	Amount (in GTQ)
Replacement plants on 27 hectares	945,000.00
New plantings on 13 hectares	520,000.00
Seedling production	940,000.00
Soil conservation measures	17,250.00
Total	2,442,250.00

A total of 225 producers from several organizations (*ECA Nueva Escocia, ACUPDIC, ECA Emanuel, Cooperativa Nuevo Eden, Cooperativa Nuevo Porvenir, GAT Nuevo San Luis, GAT El Cafetalito, APPAECE, Asociacion Flor del cafe, APECAFARM I, APECAFEL, ACIPACU, Cooperativa Entre Rios, ADIBA and Asociacion Nuevos Horizontes*) plan investments of GTQ35,000/hectare to renew plantations by replacing plants on a total of 27 hectares.

A total of 300 producers from *GAT La Lima, La Pena, Legual, Siete Platos y Sipacapa* plan to invest GTQ40,000/hectare to plant 13 additional hectares.

Producers will invest GTQ1.74 for each new seedling (a total of 540,000 plants) of the following varieties: *Catimor*, *Sarchimor*, *Caturra*, *Icatu* and *Bourbon*.

- The Project will provide technical assistance and training to implement soil conservation practices over 18 hectares of renewed plantations. The practices include the use of live barriers, terracing, crating and others for a total cost of GTQ 17,250.00.

b. Technical Assistance on Good Agricultural Practices (GAPs)

- RVCP technicians in Huehuetenango plan the following activities:
 - Technical assistance, training and support to implement tissue management practices, fertilization, weed control and shade management. In areas in which chemicals will be used to control coffee rust disease, Project activities will also cover the use and calibration of spraying equipment, recommended frequency, products, dosing and the use of personal protection equipment.
 - Technicians will address the use of pesticides in regard to appropriate disposal and reduced contamination through the use of waste collection facilities and biological deposits.
 - In avoiding erosion and soil degradation, technicians will promote and provide technical assistance on conservation structures and on incorporating organic matter back into the soil (pruning from shade management efforts), together with the use of compost bins to use locally available material.
 - Technicians will underscore the importance of efficient use of water in shared wet mill processing facilities. More efficient water use can be achieved by reusing water from the wet mill and avoiding runoff that contaminates water sources in the vicinity. In regard to hand-operated wet mills, the Project will implement the use of filtration tanks to treat wastewater.
 - The Project will organize training events on the safe use and handling of chemicals and on integrated pest management to reduce the use of pesticides and increase the knowledge base regarding integrated pest management as stipulated in the RVCP Work Plan on Safe Pesticide Use.
- RVCP technicians in San Marcos will implement GAPs as summarized below.
 - **Coffee Plantation Renewal through Productive Tissue Management (selective pruning and compact blocks)**

The Project will provide technical assistance, training and support for 577 producers from 18 organizations to renew 105 hectares planted with coffee using productive tissue management techniques.

– **Plantation Renewal through Replacement and New Plantings**

Technicians will provide technical assistance, training and support for 352 producers to renew 27 hectares planted with coffee by replacing plants and by setting up new plantations on 13 additional hectares.

– **Shade Management**

The Project will provide technical assistance, training and support to 1,300 producers from 23 organizations to manage shade on 990 hectares planted with coffee.

– **Coffee Seedling Production**

RVCP plans to produce 540,000 coffee seedlings and set up specific programs tailored to each of the members participating in this activity.

– **Integrated Pest and Disease Management**

The Project plans technical assistance and training for 900 producers from 23 organizations on integrated pest and disease management for 1,087 hectares planted with coffee.

– **Manual Weed Control**

RVCP technicians will provide assistance to a total of 1,482 members from 23 organizations manually controlling weeds over 1,106 hectares.

– **Safe Use and Handling of Pesticides**

The Project plans 23 training events for RVCP organizations to share toxicology data and categories for pesticides used by coffee growers. The training will also cover the importance of using personal protection equipment and biological deposits to handle waste. The training will underscore the importance of using only those pesticides listed on the RVCP PERSUAP as approved by USAID.

– **Solid Waste Management**

Technicians will provide technical assistance and training on managing and safely disposing of chemical containers and used seedling bags, as well as on pesticide storage and handling, etc.

– **Soil Sampling**

Project training will include methodologies for soil samples that are representative of productive units. The training will also cover interpretation of results and recommendations for a fertilization program.

-- **Quality Control**

The Project will continue to monitor the quality of parchment coffee produced by 23 organizations by sampling three pounds of coffee for evaluation by personnel from the regional tasting lab and the lab at

ANACAFE headquarters.

In addition, the Project will procure four humidity gauges for an equal number of organizations whose 2013-2014 harvest samples revealed disparate moisture content that negatively affected quality and market prices.

c. Climate Change Adaptation

- Technicians will work on 40 hectares of coffee plantations owned by producers from 23 organizations in San Marcos and 30 organizations in Huehuetenango to promote the following practices to adapt to climate change:
 - contour planting;
 - live barriers;
 - crating;
 - individual terracing, and
 - continuous terracing.

Technicians will also implement additional practices for climate change adaptation as summarized below.

- Turn coffee pulp back into the soil as fertilizer and amend the soil with green fertilizers (*Theprosia*, *gandul*, *crotalaria*) to improve soil nutrition.
- Set up biological deposits on demo plots for production process management.
- Work with *Asociacion Flor del Cafe* and *Cooperativa Nuevo Eden* in San Marcos to move forward on their wet mill processing with technical improvements and the use of water recycling. As a result, water use will be more efficient (down to 300-350 quarts of water per 100 lbs. of processed coffee) compared to traditional methods without water recycling that consume between 3,000-3,500 quarts of water per 100 lbs. of dry parchment coffee. Water recycling allows for appropriate treatment of wastewater when volumes are decreased and therefore much more manageable.

d. Climate Change Mitigation

- Protect and maintain natural regeneration of forested areas native to the region.
- Plant 13,000 trees (of the *Inga* species) as shade trees for the renewed coffee plantations operated by producers in San Marcos.
- RVCP promotes sustainable coffee production. As a result, new and existing plantations are designed using the best-suited shade trees (such as *cushin* (*Inga laurina*), *chalum* (*Inga spuria*, *Inga mociniana* and *Inga berteriana*), *guaba* (*Inga vera*) and *gravilea* (*Gravilea robusta*) at a density of at least 115

trees/hectare. To that end, growers must plan to develop nurseries of at least 13,000 shade trees to be used by 350 members of grower groups in San Marcos.

➤ **FEDECOCAGUA – San Marcos and Huehuetenango**

FEDECOCAGUA technicians plan technical assistance to renew 190 hectares of coffee plantations using disease-resistant varieties (primarily to coffee rust disease). The Project plans that producers will invest GTQ6,650,000 based on an average cost of GTQ 35,000/hectare. RVCP plans to set up demo plots and will procure 200,000 coffee seedlings (Catimor and Sarchimor varieties).

a. Good Agricultural Practices (GAPs)

- RVCP coffee producers will continue to participate in training on responsible use and handling of pesticides. The Project will continue to promote the use of rinsing stations for spraying equipment, appropriate storage facilities and proper disposal of used containers (triple washed and perforated).
- The Project will also provide training on integrated pest and disease management to reduce dependence on pesticides and ensure the appropriate use of only the RVCP-approved materials.
- Technicians will set up pilot programs in Type A or Type B organizations to mechanize certain practices, such as tissue management and the establishment of new plantations under renewal. The effort will take advantage of the brigades working in each organization (originally established for phytosanitary controls), currently evolving to cover other services.

b. Climate Change Adaptation

- The Project will train producers on practices to better adapt to the effects of climate change, including soil management. Producers can identify areas prone to erosion or already eroded and correct them with individual terracing, live barriers and others, but primarily by renewing plantations to avoid the loss of fertile soil due to erosion.
- The Project will continue to encourage small-scale coffee producers to use rust-disease resistant varieties either in developing their own seedlings, stocking communal nurseries or purchase. To this end, technicians plan events to demonstrate the creation of nurseries, appropriate spacing and the use of soil conservation structures.
- RVCP will provide training and technical assistance visits to encourage producers to safely and responsibly handle pesticides. This includes using a separate area for mixing and one for rinsing equipment to avoid contaminating surface water, watersheds and areas of high conservation value. To this end, RVCP will fund 100 biological deposits to be installed in the areas described above.

- The Project will train producers on responsible use and handling of fertilizers using soil analysis, appropriate storage and composting bins.
- Technicians will oversee those producers using individual hand-operated wet mills to process their coffee, as well as those using shared facilities to ensure the proper handling of wastewater (sedimentation and treatment tanks or treatment plants).
- Technicians will encourage producers to use less water when processing beans into dry parchment coffee. If conditions allow, technicians will also promote water recycling. The Project expects to see RVCP producers become more efficient in managing water and wastewater using sedimentation tanks or water treatment methods. Where producers are sharing wet mill facilities, the Project expects to reduce water use to around 250 quarts/100 lbs. of parchment coffee. In the case of individual hand-operated mills, water use should drop to about 110 quarts/100 lbs. of coffee.
 - The Project plans to upgrade 100 wastewater treatment tanks to ensure they are long lasting and sturdy enough to withstand heavy rainfall without overflowing or seeping. .
- The Project will set up 250 soil conservation plots on plantations operated by members of RVCP organizations. The plots will include individual terracing, continuous terracing, live or still barriers, crates, ditches and filtration tanks. The use of each type of structure will depend on the conditions in each plantation.
- Technicians will promote that growers collect hazardous solid waste (pesticide containers) for proper disposal.
- The Project will continue to encourage producers to replant vegetation buffer zones around riverbanks, streams, gullies and springs.
- Technicians will also continue to work with producers to reuse coffee waste products for composting.

c. Climate Change Mitigation

- The Project will provide assistance to monitor energy use at shared wet mill facilities, fuel wood consumption and fossil fuel use (diesel and gasoline) to seek out alternatives with less environmental impact and reduced greenhouse gas emissions.
- Technicians will build three methane gas plants at wet mill facilities to take advantage of wastewater. In addition, the Project will provide training on how to use methane for domestic consumption.

- Some producers and organizations will benefit from RVCP assistance to improve electrical installations at 50 hand-operated wet mills and six shared facilities to ensure efficient energy use. Over the life of the project, RVCP will provide continuous improvements and monitoring to ensure reduced use of fossil fuels.

Horticulture Value Chain

➤ FEDECOAG – San Marcos and Huehuetenango

a. Good Agricultural Practices (GAPs)

- Technical assistance and training on soil conservation, the use of live and still barriers, retaining walls, ditches, dikes and terraces..
- Training on the safe use and management of pesticides as they pertain to dosing, application, frequency, equipment calibration, personal protection, etc.
- Technical assistance, training and support on harvest and post-harvest management, including issues pertaining to food safety, production management, pre-sorting, transportation, handling, processing, drying, hygiene and others.
- Training on the use and handling of organic fertilizers, *biodeps* and triple rinsing.
- Technical assistance and training on soil sampling and lab analysis prior to developing fertilization programs.
- Technical assistance to promote the use and handling of improved varieties of peas, lima beans and potatoes.
- Technical assistance on production traceability by raising awareness among producers on the series of measures, activities and procedures that enable tracking and/or certifying a product from origin to final destination and through every step of production, transformation and distribution.
- RVCP technicians will set up demo plots on potato crops (use of certified seed). The plots will enable potato farmers to confirm that certified seed reduces the risk of pest and disease infestation by 90% when compared to genetically exhausted seeds (recycled crop to crop). In addition, FEDECOAG will record actual data on yields, production costs and profitability of the crops.

b. Irrigation

The Project will provide technical assistance and training for horticulture producers to make more efficient use of water for irrigation. RVCP services include awareness raising on water conservations, appropriate watering periods during the day, irrigation seasons, watering requirements during the plant growing cycle, types of sprayers, hoses and methods to measure pH and quality.

c. Greenhouse Production

The Project will continue to provide technical assistance and training to members of RVCP organizations to grow crops in greenhouses. The assistance will cover the use of specific varieties (shrub growth vs. creepers), certified seed, registered seed, soil types, temperature and humidity, production quality, market access, management plans, production costs, quality and yield per productive unit.

d. Macro-tunnel Production

The Project will provide producers with technical assistance and training to continue to grow tomatoes, jalapenos, cucumbers, bell peppers and seed potatoes under macro-tunnels. Technicians will assist producers to develop appropriate management plans based on the area, the type of seed, the use of organic fertilizer, chemical products, use and dosage for pesticides, production costs, quality and yield based on the productive unit.

e. Climate Change Adaptation

- RVCP will continue to provide technical assistance and training to horticulture producers on the following:
 - efficient use of water for human consumption and agricultural uses;
 - soil and water conservation practices;
 - turning crop residue back into the soil;
 - optimal use of mini irrigation systems for efficient water use;
 - drought-resistant varieties, and
 - efficient use of macro-tunnels.

- Technicians will organize awareness campaigns, promote the issues and distribute material for horticulture producers to understand the measures that enable them to adapt to the effects of climate change.

Table 9
Summary of FY2015 Targets under RVCP Component Three

Component 3: Improved Agricultural Productivity FY2015 Targets		
Description	Life of Project	FY2015
Total Number of GAPs promoted	1	10
Total number of best practices promoted to adapt to	6	6
Total number of horticulture producers using irrigation	1,800	1,200
Total producer investment to renew coffee plantations (in local currency)	Undefined	GTQ7,000,000
Total number of organizations with paying high level management positions	30	20
Total number of organizations launching capital accrual	1	26
Total number of 100 lb. sacks of parchment coffee per hectare*	25 per hectare	20

Component 4: Increased Trade and Expanded Markets

This Component was eliminated from the original proposal and is not covered by the Cooperative Agreement between USAID and the Consortium.

Component 5: Increase Food Production and Improve Food Use

The Project plans the activities summarized below under this component.

a. Family Gardens

- FUNCAFE will work in FY2015 to bring in 2,000 new families for join the RVCP food and nutritional security component to reach the 5,000 family target set for the life of the Project. Technicians will work during the final quarter of FY2014 to select the new families for technical orientation and tracking to ensure that the Project reaches the target in FY2015. The Project will also assign budget allocations to avoid financial constraints in FY2015. Further to the point, technicians will work in FY2015 to set up the 2,000 new family gardens and follow up with the 3,000 families that established gardens in previous periods.

- A total of 2,500 families are currently participating in workshops on preparing and maintaining family gardens and the Project expects to see a larger number of members participating in activities on nutrition and food security. In expectation of the increase, FUNCAFE will add two agricultural technicians to its RVCP team in FY2015 to keep the training and technical assistance activities on track and ensure that Project support for new families remains at the same level provided to date.

The Project is planning to provide the new families with a supply kit for their new gardens (seeds for seven different vegetable crops, a low-pressure micro-irrigation system and educational material). The Project based the selection of the 2,000 new families on their meeting the criteria listed below.

1. high level of interest in participating actively in RVCP activities
 2. access to approximately 50 m² of land plus available labor to tend the garden following FUNCAFE guidance
 3. access to water sources for low pressure irrigation (at least 100 lts./day during the dry season)
 4. participate in the first two agricultural workshops (garden design and soil conservation)
- To ensure the sustainability of Project results from family gardens, FUNCAFE will continue to promote the use of native species with significant nutritional value in family and school gardens such as amaranth, blackberries, yams, taro, manioc, turnips and wild greens such as *quilete*, *chipilin* and *cnidoscolus chayamans*. Technicians have noted, however, that communities lack ready access to native seeds. To rectify the situation, FUNCAFE will set up a seed bank for native plants with high nutritional value in FY2015. The seed bank will enable technicians to reproduce high quality greens and vegetables and increase the availability of seeds to be distributed among participating families. The Project is assessing the resources required to set up the seed bank (labor, starter seeds, agricultural supplies and distribution costs). The Project will allocate the funds for this effort in FY2015.

b. School Gardens

- FUNCAFE worked with 56 schools in 2014 to set up vegetable gardens. When the Project geographical scope expanded to include Santa Cruz Barillas, Huehuetenango and Nuevo Progreso, San Marcos, technicians expect in FY2015 to surpass the LOP goal of 60 schools. FUNCAFE plans to support schools in the RVCP target area that express interest and expects that at least 20 additional schools will begin to participate in FY2015 for an overall total of 80 schools.
- ARTEXCO and FEDECOAG are working with communities on nutrition and food security and have also asked FUNCAFE to provide assistance to schools (including supplies and workshops as needed). The Project expects to see more schools requesting assistance in FY2015.
- As in the case of family gardens, schools also receive a kit including seeds, two water filters, a fuel wood efficient stove, educational material on nutrition and food security and garden tools. The criteria to select the schools that receive a fuel wood efficient stove are listed below.
 - voluntarily participating in RVCP activities
 - currently cooking in risky conditions (too much indoor air pollution and open fires)
 - maintaining school vegetable gardens
 - appropriately using supplies provided by the Project (filters, seeds and educational material).

In addition to the above criteria, the Project will provide supplies contingent upon the availability of FUNCAFE's own financial resources (not funded by RVCP).

c. Train Primary School Teachers on Health and Nutrition

- FUNCAFE plans activities that include a series of 13 workshops on nutrition and food security while also establishing school gardens and providing instruction on preparing nutritious school snacks and lunches. To this end, FUNCAFE will train trainers to transfer knowledge, but will also provide assistance in the classroom for each school working under the Project component for food security and nutrition.
- FUNCAFE coordinates each of its activities on nutrition and food security through the Ministry of Education with assistance from district supervisors. The Project plans to see teachers strengthen their capacity to replicate the teaching methodology for many future generations of students.

d. Health and Nutrition for RVCP Producer Families

- FUNCAFE will continue to train families on issues pertaining to family health and nutrition, strongly emphasizing quality nutrients for children under five. The Project plans to include 2,000 new families in FY2015 to participate in the training program and workshops (together with the 3,000 previous families). Of these, 1,500 families (50%) will complete the training in 2015. Despite having a significant number of families complete the training, FUNCAFE will hire additional technicians and procure two additional vehicles to ensure adequate level of assistance for participating families in remote locations.
- FUNCAFE tailors assistance to at least 80% of the program families, but the fact that they are widely dispersed geographically with a single technician covering all the health (11) and nutrition (10) components requires the Project contract three technicians specialized in health and nutrition to finish working with the families that joined the program in 2013 and 2014. Three new technicians will strengthen the current team and allow RVCP to progress toward expected results and FY2015 targets.
 - FEDECOAG and ARTEXCO work with handicraft and horticulture producers to provide technical assistance as required to coordinate efforts as leverage the benefits as FUNCAFE transfers methodology and strengthens capacity for technicians from the former Consortium organizations.. As a result, FUNCAFE expects to sustain the technical capacities in those organizations to ensure future social programs focused on health and nutrition for the families of the members of producer organizations.
- FUNCAFE will continue to plan educational workshops in FY2015 for technicians from RVCP Consortium organizations and plans to schedule meetings with each member at least quarterly to assess progress and future training requirements. FUNCAFE will collect results from workshops and record progress as stipulated in the M&E plan.
- The Project graduated the first families from the program on food security and

nutrition in 2014. To assess the effort, FUNCAFE conducted post-training evaluations to verify increased understanding and confirm that families were applying the acquired knowledge.

FUNCAFE considers that a family has completed the program when the individuals have at least 80% attendance at the workshops (given the social and cultural context, together with competing responsibilities, 100% attendance is not a reasonable expectation). Nonetheless, Project technicians make every effort to ensure that families attend at least the minimum requirement for workshops. At the end of FY2014 (September 30,2015), technicians will tally attendance for families completing the program. Those that have not met the minimum requirements will continue in the program next year to strengthen their capacity as necessary.

e. Water Purification

- FUNCAFE will work in FY2015 to support 1,500 families by providing them with water filters. The Project selected a larger number of families in FY2014 to participate in training and orientation. FUNCAFE's methodology requires that families receiving a water filter must attend at least two workshops (hygiene/cleanliness and safe water). The workshops raise awareness regarding important issues and ensure that families understand to apply best practices to avoid gastro-intestinal disease. Each of the value chains selects families to participate in the program based on the number of new members that join the food security and nutrition component.

f. Efficient Fuel wood Stoves

- FUNCAFE will work with 500 families in FY2015 to provide them with fuel wood efficient stoves. Nonetheless, the number could increase after including some of the families selected in FY2014 to participate in the orientation and training programs.
 - The FUNCAFE methodology requires that participating families attend at least six workshops on food security and nutrition as a means to raise awareness and apply best practices to reduce illness caused by indoor air pollution. Each of the three value chains will select families for the program based on new members participating in the food security and nutrition program.
- FUNCAFE selected those families cooking on stoves in disrepair, using open fires, or in homes lacking adequate ventilation. Technicians will prioritize stoves for the families with the highest attendance rate at RVCP training activities. FUNCAFE keeps records on each family participating in the program and will provide tailored technical support as necessary to ensure efficient use of the improved stoves.

g. Follow Up and Monitoring

- FUNCAFE monitors field activities and events for the food security and nutrition component. Monitoring includes producing primary records, dynamic databases, validation and onsite supervision of field activities. To date, FUNCAFE is using technicians for this effort because the resulting data immediately feeds into decisions for any short- or medium-term program modifications.

- The RVCP strategy is based on including the largest number of families and activities on food security and nutrition during Year 3. To this end, the Project needs to strengthen FUNCAFE M&E capacity and make more efficient use of tools and primary records. As a result, FUNCAFE must contract three full time field-monitoring technicians and a systems engineer responsible for digital primary records.
- There are further advantages to hiring additional technicians, including: a) less bias in the data being collected; b) field technicians will make more progress on substantive issues and in reaching targets; c) greater confidence in results from food security and nutrition activities, and d) greater clarity on progress in a shorter period of time.
- In order to benefit from a more effective instrument to assess increased knowledge on food security and nutrition among RVCP families, the Project will design and develop a digital platform (short-term consultancy).

Table 10
Summary of FY2014 Targets for RVCP Component 5

Component 5: Increase Food Production and Improve Food Use		
FY2015 Targets		
Description	Life of Project	FY2015 Target
Total number of individuals participating in training on child health and nutrition	5,00	1500
Total number of children benefitting from activities on health and nutrition	15,000	5000
Of this total, total number of children under	1,50	1500
Total number of family gardens to increase household access to food during the period	5,00	1500
Total number of schools applying food security and nutrition practices with their	60	60
Total number of schools using improved fuel wood stoves	60	60
Total number of families with safe water	5,00	1500
Total number of families using improved fuel wood stoves	1,50	500

Component 6: Improvements to the Handicrafts Value Chain

ARTEXCO plans the activities summarized below.

a. Training in Business Administration

- **Leadership Training and Technical Assistance**

Fiscal Awareness

Technicians plan 378 field visits to provide tailored assistance to a representative from each of the 18 handicraft groups that still lack legal personhood, thereby constrained in their ability to commercialize their products. To that end, the Project will provide technical assistance to someone in a leadership position that can proceed to register the organization with the tax authority in Guatemala (*Superintendencia de Administracion Tributaria* –SAT in Spanish). ARTEXCO assistance includes support to file monthly tax returns, set up accounting records, print invoices and set up records with SAT and INGECOP.

Training on Domestic and International Commerce

ARTEXCO plans to work with two representatives from each producer organization to benefit 40 leaders (two per organization) on quality control, timely delivery and customer service.

The training ensures that each group of artisans can acquire the knowledge required to target domestic and international markets.

- **Training and Technical Assistance**

Members

The Project will schedule 126 events to train 785 artisans from 18 groups as required to complete processes to acquire legal status as co-ops or associations. Training topics include the origins of each type of organization, the categories and types of co-ops and associations, legal hierarchy, organizational structure, bylaws, planning and budgeting, general assemblies, integration, internal control and corporate processes.

Focus Groups and Authorities.

The Project plans to hold 306 meetings with 90 members from 18 groups of artisans to provide technical assistance on the process to train and set up organizations.

b. Investment and Entrepreneurial Development Plans

Once the organizations acquire legal status, ARTEXCO plans to provide technical assistance to two of these in developing a business plan as a management instrument for at least GTQ25,000 in working capital per organization.

In similar fashion, ARTEXCO will forge one alliance to improve production and one alliance to improve household nutrition. In addition, the Project will complete two

agreements with municipal governments to support the activities of handicraft organizations.

c. Best Productive Practices

▪ Improved Productive Practices

Results from the diagnostic assessment on production and marketing revealed the fact that each of the artisans from the 20 handicraft groups working with ARTEXCO takes about six weeks to produce two articles. Their annual net income is GTQ306.78.

ARTEXCO plans to implement a program that will contribute to improving productive practices, reducing production costs, improving procurement of quality supplies and designing and innovating in handicraft production.

To this end, ARTEXCO plans four training events for 40 leaders (two per group) to address the following topics: basic production costs, quality supplies, innovations and handicraft design, increased productivity. Technicians will ensure that leaders participating in the ARTEXCO training program will replicate the process for each of their 20 groups to benefit a total of 1,027 artisans.

In addition, ARTEXCO will provide the 40 leaders with a handbook on basic costs and quality ("*Manual de costos basicos y calidad*") as a working tool that will help them replicate the training. In addition, leaders will use real life successes in market innovation as case studies.

▪ Scholarships (Foot loom Weaving)

The Program will set up 20 internships with ARTEXCO co-ops to provide artisans with an opportunity to learn new skills and improve productive practices. Interns commit to replicating and sharing their new skills.

To this end, ARTEXCO will procure 100-foot looms and accessories. The Project will hire six handicraft technicians from other ARTEXCO co-ops to run the hands-on workshops during a two-week period and ensure that RVCP artisans learn the foot loom techniques.

▪ Back strap Loom Improvements

The Project will benefit 500 artisans with improved productivity by providing each of them with a back strap loom that exceeds minimum production standards and improves on the worn, obsolete or inadequate looms currently in use. In addition, in consideration of the high levels of poverty and extreme poverty prevalent in the RVCP target areas in which the 20 handicraft groups are located, the Project will also procure 15 pounds of colored yarn for each of the 1,027 weavers (99% women). The yarn is essential raw material for the textiles produced by the artisans. The textiles are in turn transformed for use in other handicrafts. The Project plans this one single supply of yarn to promote increased productivity and

trade.

- **Bracelet Looms**

The Project will provide 50 artisans with looms to weave bracelets and contribute to more expeditious and standardized production with added value for trade. The Project will hire experts in handicraft techniques to train artisans in the most efficient way to use the looms.

- **Productivity Improvements**

The Project will benefit 40 artisans from the producer group in Txejoj, San Sebastian Huehuetenango, by providing thread spinning and carding equipment as part of the productive chain with one of ARTEXCO's core co-ops. Artisans currently spin and card their thread by hand so the equipment has the potential to increase existing capacity. The group currently uses wool for their raw material -- RVCP will provide specialized instructors on the use of the equipment.

- **Productivity Improvements for Pottery**

The Project plans to benefit 30 potters from San Miguel Ixtahuacan, San Marcos by installing ten kilns and ensure an added value to their products. ARTEXCO will also organize a workshop to improve techniques.

- **Productivity Improvements for Embroidery**

The Project will benefit 100 embroiderers in San Lorenzo, San Marcos by installing 50 machines to improve productivity and innovate. ARTEXCO will also organize a workshop on their use.

d. New Designs and Production

- RVCP will benefit 700 artisans by increasing potential revenues and creating jobs. To this end, ARTEXCO will work in FY2015 to design 40 new products (two for each group of artisans) that satisfy market demands. A design specialist will conduct national and international market research to standardize production for the 40 new designs.
- A separate strategy will seek to create and innovate new products that are competitive based on fashion, color and international trends. To this end, ARTEXCO will hire a design and innovation expert to seek industrial design expertise to produce samples that could be used to test markets. The design expert will produce a new product with each of the 20 handicraft groups.

- ARTEXCO will forge alliances with merchants and successful brands on the market (such as Wanderlust and Ceramica Marias) to create trade sponsorships that will link RVCP artisans with successful merchants (including the fact that RVCP handicrafts can be transformed into marketable products by the merchants).
- ARTEXCO will produce 700 records (one per artisan) as a useful tool for technicians and producers to track production and sales. ARTEXCO will provide staff to input data in digital format on production costs and design details.
- ARTEXCO will also produce technical specifications for production and sale of the new products (1,250 specifications including cost structures) to track and adjust improved productivity.
- In efforts to create additional jobs based on purchase orders for each organization and market demands, ARTEXCO will design market strategies that generate employment from handicraft production and track progress against a production plan for each organization. The Project expects that the strategies will increase the income of 700 artisans from current levels of GTQ 306.78/year to GTQ1,950/year. The Project expects to achieve these increases by doubling production.

e. International and Domestic Markets

ARTEXCO plans to generate 700 jobs (44 full time positions) after completing 624 technical assistance visits to the 20 RVCP producer groups.

- **Domestic Market opportunities**
 - As part of the positioning strategy for the *KULT* brand created to market handicrafts produced by RVCP artisan groups, ARTEXCO will plan an event to launch the new brand nationwide.
 - ARTEXCO promoted handicrafts produced by RVCP artisans with local retailers (Walmart, CEMACO, Siman and Novica) expecting sales of at least GTQ 20,000.
 - Technicians will organize three fairs in local shopping centers and will promote products in restaurants, hotels and shops in key tourist destinations in Guatemala such as Antigua, Panajachel and others. As a result of these efforts, the Project expects to increase the number of distribution channels for each producer organization by two.

- Technicians will work with producers to ensure their successful participation (contacts for at least one potential export client) in New World Craft, scheduled for September 2014 in Antigua in Antigua.
- The Project will produce banners, flyers, catalogs and other promotional material for RVCP producer groups.
- **International Markets**
 - The Project plans to acquire four data bases provided by commercial attaches from a number of embassies as a means to provide producers with information on potential buyers abroad.
 - The Project plans to contract a consultant to provide technical assistance to ARTEXCO on accessing international markets, including new product design, market studies, production improvements, export guidelines and assistance to attend international fairs and expos (NYNOW in New York and NWC 2015 in Germany).
 - Technicians will also work with producers to encourage their participation at international fairs with at least 150 handicrafts produced by RVCP artisans.
 - The Project plans to update the website to encourage online sales and contacts with RVCP artisans. Technicians will promote the website on domestic and international markets.
 - The ARTEXCO trade coordinator will schedule 14 field visits to monitor the results of efforts to position handicrafts.

Table 11

Summary of FY2014 Targets for RVCP Component 6

Component 6: <i>Improvements to the Handicrafts Value Chain</i>		
FY2015 Targets		
Description	Life of Project	FY2015 Target
Total number of individuals trained in business administration	1,800	305
Total number of individuals trained in best productive practices	1,800	930
Total number of new handicraft products designed and	5	3
Total number of new markets for handicrafts accessed	4	2

Additional net income per producer as a result of handicraft sales	US\$ 1,000	\$212
Total sales during the period	to be determined	\$300,671
New/additional investment in handicrafts	US\$ 1,250,000	

- **Cross-cutting Issues**

- **Gender**

- FUNCAFE plans to implement a strategy that enables both men and women to equally access, directly or indirectly, any services promoted through RVCP.

FUNCAFE designs activities to promote economic empowerment from the sale of surplus produce grown in family gardens. Women, as heads of household, usually manage this income. The additional income allows them to cover basic needs.

A positive aspect of the fact that the program is comprehensive and encompasses all aspects of a woman's life and women's various roles in the community, technicians explicitly address issues of particular interest to women in planned educational activities and workshops. The FUNCAFE methodology promotes clearer understanding of the roles played by women within the home, providing childcare, preparing meals, household chores and others, but also raises awareness regarding the role of men in assuming an equitable share of responsibilities and resources. Technicians also encourage women to participate in decision-making.

- In promoting gender equality throughout RVCP activities, FEDECOCAGUA plans the activities summarized below.
 - Work with producer organizations to facilitate review of bylaws, regulations and rules, promote necessary modifications and improvements if required to increase participation by women in areas such as access to credit or advances against future harvests, as well as to other benefits that the organization may provide members.
 - Follow up on productive projects specific to women designed to diversify household income.
 - Promote an alliance with the National Committee on Female Members of Co-ops (*Comite Nacional de la Mujer Cooperativista –CNMC* in Spanish) to implement eight workshops to train female leaders on gender equality.

- Lead all training activities (workshops, presentations, tours, meetings and field demonstrations) for members and their children.
- Continue to promote the participation of female leaders during regular general assemblies (compulsory in the case of co-ops) and encourage them to assume board or decision-making positions.
- Continue to raise awareness among members regarding social policy against discrimination based on gender in recruiting new members or hiring employees. The policy forbids pregnancy testing, sexual harassment or exclusion of women in positions of risk (handling pesticides or employment in coffee mills).
- To strengthen opportunities open to women and tailor them to reflect their distinctive needs while reducing inequalities between genders, ANACAFE technicians in Huehuetenango plan the following:
 - Prepare briefings on gender issues to be used at all training activities for coffee producers. The briefings should take about thirty minutes.
 - Design, publish and distribute graphics that promote equitable participation of both genders in entrepreneurial development.
 - Designate two organizations to model successful experiences regarding comprehensive participation and demonstrate the social and economic advantages to RVCP coffee producer families.
 - Support coffee producer organizations in designing and implementing gender policies.
 - Continue to offer certification courses that promote the participation of women in entrepreneurial development.
 - Manage productive projects that promote comprehensive participation of genders.
- In addition, ANACAFE technicians in Huehuetenango plan the following activities:
 - Include three informative briefings (30 minutes each) on gender issues during each certification course. The topics for each briefing include approaching equality, sexism and non-discrimination.

- Continue to promote the inclusion of women and youth in positions of authority as well as participating in training events.
- ARTEXCO plans the following activities regarding gender issues:
 - As part of the process to train 40 female leaders this year (two per group), technicians will implement guidance on developing female leaders in handicraft co-ops (“**Guía para la formación de lideresas cooperativistas artesanales**”). The following year, the leaders will replicate the process in their communities to ensure that female membership, and corresponding leadership in handicraft organizations, does not drop below current levels of 98%.
 - Design a learning process on gender issues by offering six workshops and by promoting citizen participation through three additional workshops. The events are designed for 40 female leaders to ensure greater participation within their organizations, as well as within their COMUDES and COCODEs.
- FEDECOAG plans to increase opportunities for women and specifically address their needs, as follows:
 - Support the definition and development of policies on gender and equality within horticulture producer groups.
 - Encourage organizations to restructure policies or include measures to recruit more women as members.
 - Work with groups to organize committees on women.
 - Seek financing for productive projects developed by women.
 - Five training modules:
 - Module 1: Sex and Gender
 - Module 2: Gender Roles and Relations of Power
 - Module 3: Planning using a Gender Equality Approach
 - Module 4: Women`s Rights
 - Module 5: Leadership to Assume Positions of Authority.
- **Environmental Mitigation**
 - FUNCAFE will continue to implement workshops that will help to reduce the effects of climate change on a smaller scale at the local level. The strategy includes good practices for resource conservation (soil, water and vegetation) through family and school gardens, but will also approach environmental issues as part of the agricultural workshops to implement gardens.

To this end, technicians will promote implementation of the Environmental Mitigation Plan for the crosscutting issue on nutrition and food security.

- FUNCAFE will continue efforts in FY2015 to offer training workshops for schools and families. Technicians will cover practices for climate change adaptation as part of the instruction (soil conservation, natural pest control, basic sanitation, crop waste management and composting). Seeing as water is the resource most greatly affected by climate change, technicians will also procure low-pressure micro irrigation systems for more efficient water use in gardens that provide families with better nutrition and more varied diets.
- FEDECOCAGUA technicians will continue to implement the Environmental Mitigation Plan for the Coffee Value Chain together with the Work Plan for Safe Pesticide Use as approved by USAID for RVCP.
- ANACAFE continued to promote the establishment of tree nurseries, agroforestry systems, soil conservation and the application of good agricultural practices. These measures contribute to better adaptation to climate change.
- In continuing to implement the Environmental Mitigation Plan for the Coffee Value Chain, ANACAFE technicians will organize training events for the 23 RVCP producer groups in San Marcos and 30 producer groups in Huehuetenango. The training will cover soil conservation to include topics on shade, contour planning, crates and using organic waste as soil amendment. Producer groups in San Marcos will also receive training on the use and safe handling of pesticides.
- ANACAFE technicians will provide coffee producers that use hand-operated wet mills (CERCAFE) in San Miguel Ixtahuacan, San Marcos with technical assistance and support to implement water treatment processes (including the use of waste for composting and avoiding contamination of water sources).
- ANACAFE technicians will work with seven producer groups in San Marcos to promote the use of ditches or oxidation tanks to treat and reuse wastewater. The organizations in San Marcos include *Asociacion de Pequeños Caficultores Mayas Mames (APECAFORM)*, *Asociacion Nuevos Horizontes*, *Asociacion Flor del Cafe*, *Asociacion Civil de Pequeños Agricultores Comunidades Unidas (ACIPACU)*, *GAT El Cafetalito*, *GAT Nuevo San Luis* and *Cooperativa Nuevo Porvenir*.

- In order to continue implementing the Environmental Mitigation Plan for the Handicraft Value Chain, ARTEXCO will strengthen alliances with the municipal government in Salcá, Quetzaltenango to train artisans that supply RVCP producers in San Marcos and Huehuetenango with dyed thread and yarn.
 - FEDECOAG will work through the Center for Information and Analysis on Technical Design and Support (*Centro de Información y Análisis para el Diseño y Apoyo Técnico* –CAAT in Spanish) to publish newsletters on climate change. The Project will distribute the newsletters among horticulture producers to ensure that they have access to timely information on potential environmental mitigation measures when planning their crops and production. Technicians will also continue to implement the Environmental Mitigation Plan for the Horticulture Value Chain and the Work Plan for the Safe Use of Pesticides.
 - The Project plans to contract two short-term consultants to strengthen technical and institutional capacity on technology for climate change adaptation and ensure that producers make appropriate and safe use of pesticides –thereby reducing their impact on human health and the environment.
- **Financial Services**
 - FEDECOCAGUA technicians will provide technical assistance to 20 coffee producer groups to improve their access to credit by improving their financial records and creditworthiness. In addition, technicians will work closely with co-ops to ensure compliance with requirements for loan applications (with support from the Federation).
 - ANACAFE technicians will provide technical assistance to RVCP coffee producer organizations in Huehuetenango to improve access to credit and financial services. To this end, the Project plans the following activities:
 - Raise awareness among organizations regarding financing opportunities. The Project will follow up to engage with Root Capital.
 - Work with RVCP organizations to set up individual loan requests or joint loan applications for submission to the Trust Fund for the Guatemalan Coffee Sector.

- Work with organizations on the steps required to seek financing and provide information on interest charges. Technicians will also provide assistance to draft feasibility studies to support individual or joint loan applications.
- Encourage producers to stay up to date with loan payments (be it for loans provided by their co-op or for loans with financial agencies).
- ANACAFE technicians in San Marcos plan the activities summarized below for those producer organizations that have acquired legal personhood and scored at least 50% on the SIDEM diagnostic.
 - Provide assistance to update the asset statements of legally constituted organizations to ensure that each organization's accounting records are accurate. As a result, organizations will be more successful in accessing funding from third parties (solvency and liquidity).
 - Work with organizations to review their liability statements (reclassification). As a result, the net assets of each organization can be reviewed for any possible improvements to their credit rating.
 - Work with organizations to capitalize their retained earnings as a means to increase their net assets.

▪ **Communications**

- The RVCP Implementation Unit will continue to move forward to implement the Project communications strategy.
- FUNCAFE prepared a series of educational material on nutrition and food security for the rural families with members in the coffee, horticulture and handicraft value chain organizations. The material is primarily illustrative to ensure easier comprehension, but was first validated in the field to ensure acceptance. FUNCAFE will continue to modify the material following field experience and will also modify the teaching handbooks as necessary. FUNCAFE plans to use the material in a train-the-trainers component to ensure standardized messages and content for rural families.

FUNCAFE appointed a staff member to oversee communication and outreach and be responsible for maintaining close communication ties with the RVCP UIP to ensure that all FUNCAFE communication and outreach efforts are aligned with the overall RVCP communications plan.

▪ **Coordination with Local and National Governments (Political Dialogue)**

- The RVCP UIP will continue to implement strategies that promote the organizations and the Project's engagement with local governments and development councils (particularly with the municipal and community development councils. The purpose of RVCP engagement is to ensure that said organizations:
 - a) benefit from the results of nutrition and food security programs being

- implemented by the central government;
- b) leverage resources from the public sector to maximize investments in infrastructure (roads, highways, electricity) as required to develop the coffee, horticulture and handicrafts value chains;
- c) gain improved access to public services provided by municipal or central governments (health, education and sanitation);
- d) increase political participation in municipal planning processes and in the development of municipal public policy;
- e) improve leadership at the community level;
- f) increase participation in COMUDEs to ensure access to government programs and benefits, and
- g) strengthen their participation in COCODEs to contribute to development planning processes and coordinate efforts at the community level.

To strengthen RVCP engagement with local governments, the UIP plans to formalize an alliance with the USAID Local Governance Project to ensure that both projects coordinate efforts and plan joint activities.

- During FY2015, FUNCAFE plans to continue to actively participate on the Municipal Committees for Food Security and Nutrition (*Comites Municipales de Seguridad Alimentaria y Nutricional* –COMUSAN in Spanish) in at least five municipalities within the RVCP target area. COMUSAN meetings provide an excellent opportunity to raise awareness about Project activities and to solicit the support of local government agencies. FUNCAFE will continue to play an active role through COMUSANs that also includes proposing alternative solutions to health and nutrition problems at the local level, supporting activities on health and nutrition that are being promoted by local authorities and providing training and assistance for local personnel.
- FEDECOCAGUA technicians will encourage leaders and members of RVCP producers groups in San Marcos y Huehuetenango to increase their participation in COCODEs and/or COMUDEs to advocate their causes and promote development projects in their communities.
- FEDECOCAGUA will follow up on results from their workshops on citizen participation to track whether participants put their learning into practice and improved their participation in community organizations.
- The Project will move forward with inter-institutional coordination efforts with the local government in San Miguel Ixtahuacan as part of the agreement signed by the municipality and ANACAFE.
- ANACAFE technicians will continue to provide technical assistance for members of RVCP coffee producer groups in San Marcos and Huehuetenango to increase their participation in COCODEs as a means to exert pressure to improve services and activities that benefit the community at large.

- Continue efforts to coordinate with extension agents from the Ministry of Agriculture to ensure: a) joint efforts for integrated coffee rust disease management; b) joint reforestation, water and soil conservation projects, and c) select members from RVCP producer groups that will benefit from central government projects on food security and agricultural supplies.

4. Coordination, Cooperation and Exchange Mechanisms with other Institutions Working on Feed the Future (FtF)

- The Project UIP plans the following.
 - Continue to participate in meetings of the Central Coordination Committee and of the Departmental Coordination Committees for Huehuetenango and San Marcos. The meetings are the result of USAID endeavors to promote greater cooperation under the FtF Initiative.
 - Move forward with efforts to sign letters of understanding with the USAID Masfrijol Project, the USAID Local Governance Project and the USAID funded Program to Develop Co-operatives –all of which are implemented in the same target area as RVCP.
 - Continue to coordinate efforts with the local office of the U.S. Department of Agriculture in Guatemala to work together on activities for the horticulture value chain (phytosanitary issues, export/import regulations and food safety).
 - Follow up on efforts to negotiate an alliance with the USAID Farmer to Farmer Program.
 - Work in San Marcos to strengthen the alliance with the Green Coffee Project by Catholic Relief Services (CRS) and also seek to coordinate efforts with the CRS SEGAMIL Project.
- FUNCAFE will also make efforts to improve coordination, cooperation and information exchanges with other entities working on FtF in FY2015 as summarized below.
 - Continued active participation on FtF Departmental Coordination Committees for San Marcos and Huehuetenango.
 - Work with the USAID/DevTech M&E Program as to the M&E strategy they implement. Forge closer ties with the Program as to their access to the baseline data for the RVCP target area (on food security and nutrition). The information will be useful to FUNCAFE in measuring progress and results toward RVCP objectives on food security and nutrition.
 - The Project met with NutriSalud and reached several agreements, but has yet to

make them operational. As a result, the Project plans to redouble efforts in FY2015 to ensure better cooperation and maximize the impact of field activities.

– RVCP will continue to actively participate in the Nutrition Alliance as to agreements with USAID to implement a comprehensive strategy in a pilot community in San Miguel Ixtahuacan, San Marcos. Participants set up a discussion group to coordinate efforts and it is expected to strengthen inter-institutional cooperation as a whole.

FUNCAFE also works through the Nutrition Alliance on the Policy Group that advocates for more expeditious processes and activities under the GOG Thousand Day Window Program.