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Guatemala



COOPERATIVE DEVELOPMENT PROGRAM (CDP) GUATEMALA

COOPERATIVE AGREEMENT No. : AID-OAA-A-10-00018

QUARTERLY REPORT

APRIL 1, 2015 – JUNE 30, 2015

DATE OF SUBMISSION: July 30, 2015

Submitted by:

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ACRONYMS

ANACAFE	NATIONAL COFFEE ASSOCIATION
AGEXPORT	ASSOCIATION OF GUATEMALAN EXPORTERS
EMPR	ENVIRONMENTAL MITIGATION PLAN AND REPORT
FEDECOCAGUA	GUATEMALAN FEDERATION OF AGRICULTURAL COOPERATIVE COFFEE PRODUCERS
FTF	FEED THE FUTURE PROGRAM
GOG	GOVERNMENT OF GUATEMALA
MEP	MONITORING AND EVALUATION PROGRAM
NCBA CLUSA	COOPERATIVE LEAGUE OF THE UNITED STATES OF AMERICA, NATIONAL COOPERATIVE BUSINESS ASSOCIATION
WHIP	WESTERN HIGHLANDS INTEGRATED PROGRAM

Executive Summary

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

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

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

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

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

During this quarter, the project underwent a staffing and strategy restructure to refocus efforts and ensure the sustainability of the project.

Spanish Translation

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

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

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

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

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

Durante este trimestre, el proyecto tuvo una reestructuración de la estrategia y del organigrama para renfocar los esfuerzos y asegurar la sostenibilidad del proyecto.

Background Information

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

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

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

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

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

Project Status

In April, NCBA CLUSA Vice President of Operations, Gretchen Villegas, and Jose Leon Bonilla, NCBA CLUSA consultant, acting as the interim Chief of Party for the project, traveled to Guatemala to support HQ and field staff in the staffing and strategy restructure, as well as the recruitment and selection process for a new Chief of Party and a Finance and Administration Manager. Internal changes were made to the administrative and financial processes to ensure that these adequately met the project needs and recruitment began for a Chief of Party and a Financial Manager for the project.

Shortly after their arrival, the team traveled with USAID to the four municipalities that had been selected for implementation: San Pablo, Tajumulco, El Rodeo, and Nuevo Progreso, in the Department de San Marcos. The purpose of the visit was to begin the process of working closely with key partners, ANACAFE and AGEXPORT, on the program redesign and becoming closely acquainted with the project interventions that each entity was implementing. As a result, NCBA CLUSA was able to update and systematize the information that had been collected on the communities during the previous quarter.

To continue furthering the new integrated strategy approach, meetings and workshops were held with ANACAFE and AGEXPORT to define and clearly establish a strategy for joint interventions and to determine when a formal assessment could be done of the beneficiary groups and families. Project staff visited the potential new areas for intervention and a decision was made to relocate the field office site from Malacatan, San Marcos, to the municipality of Quetzaltenango to strategically align with the other partners.



Site visit to exchange experiences. USAID functionaries, CDP III and Anacafé personnel

The team continued coordinating activities with its counterparts from the WHIP during the monthly meetings, to strengthen these partnerships and share possible opportunities for collaboration. These partners included: ANACAFE, CRS, PASMO, FHI360, Save the Children, AGEXPORT, and Mercy Corp. Additionally, participation continued in the monthly meetings for partners of USAID's Office for Economic Growth.

During this quarter, the project focused on carrying out the restructure of the strategy to create complementary efforts with USAID partner groups, emphasize the component for access and consumption of animal protein, and work with existing beneficiary groups and families. Leon led the team in reviewing and updating the key project documents: the work plan (goal, strategic objectives, intermediate results & activities); project indicators and the Environmental Mitigation Plan and Report (EMPR), to adequately reflect the changes in objectives. This included working closely with USAID Guatemala/Washington, the home office and project partners to evaluate and determine the changes that would need to be made.

The revised work plan, indicators, and realigned budget will be submitted for official review and possible modification. Based on these outcomes, CDP III Guatemala will begin implementation in the field with the new target population belonging to groups who are eager to participate in the project and which are already served by ANACAFE's (CONFECOOP, FEDECOCAGUA, FEDECOAG, FUNCAFE, ARTEXCO and FUNDASISTEMAS) and AGEXPORT.

Planned Activities

- Carry out staffing restructure based on the finds of the assessment conducted by HQ and regional staff.
- Revise key project documents to reflect strategy defined in collaboration with USAID Guatemala, ANACAFE and AGEXPORT.
- Update monitoring and evaluation database system based on findings from site visits conducted with USAID and project partners.

- Conduct a diagnostic of organizations and beneficiary families in the municipalities for intervention.
- Travel to meet with partners at project sites to share experiences and observe their activities.
- Update institutional policies and procedures to ensure greater transparency.
- Hold meetings with USAID Guatemala to jointly work on the strategy refocus and determine next steps.

Achievements

- Staffing restructure was completed by the Vice President of Operations and the interim Chief of Party. Recruitment and selection process was conducted for a Chief of Party and a Finance and Administration Manager. A candidate was selected for the Chief of Party.
- The team worked collaboratively and adapted positively to the changes that took place.
- The results framework was modified to include the updated project goal, strategic objectives and activities based on the conversations held with USAID, ANACAFE, AGEXPORT and the NCBA CLUSA team. Project indicators were redefined and updated to reflect these changes. These documents will be submitted for review and approval during the next quarter.
- Changes were incorporated into the Monitoring & Evaluation Database System to indicate the geographic location of the groups and families that ANACAFE and AGEXPORT are already working with. The information gathered from the assessment carried out of the ANACAFE and AGEXPORT groups will be included during the next quarter.
- The EMPR was redesigned and upgraded in coordination with USAID's M&E unit to reflect the changes in indicators, activities and objectives. The field technicians and field coordinator were trained on the updated Monitoring & Evaluation Database System and participated in the updates.
- The team began to work on a budget analysis based on the revisions that would need to be made to the project activities.
- A rapid diagnostic was conducted of 11 organizations in the municipalities and beneficiary families in Nuevo Progreso, San Pablo, San Miguel Ixtahuacán, Tajumulco and San José El Rodeo, in the department of San Marcos. Information is currently being processed.
- CLUSA Vice President of Operations Gretchen Villegas, Interim Chief of Party, León Bonilla, NCBA CLUSA Field Technicians, and Mark Visocky and Glenda Paiz from USAID traveled to Huehuetenango and San Marcos to meet with ANACAFE technicians and staff to share the work that had been carried out by both organizations, visit ANACAFE intervention sites and discuss the redesign of the program and models that NCBA CLUSA could adopt.
- An exchange of experiences was held with the San Dionisio Association in the municipality of Palmar, department of Quetzaltenango, to observe the processes they carry out for the handling and care of small animals (chickens for fattening, laying hens, dairy cattle, fish, pig breeding and processing of animal feed) to incorporate this within the project practices.
- Staff attended and actively participated in the WHIP monthly meetings.
- The ANACAFE-CLUSA technical committee was created with the objective of coordinating activities and trainings with the groups and cooperatives in the five municipalities of the department of San Marcos.
- Meetings were held with AGEXPORT groups that work on rural value chains and women's empowerment in the municipalities of Sacapulas, Nebaj, and Cunén.
- Locations for intervention were identified with AGEXPORT where CLUSA can provide support to their target families and improve the availability of animal protein.
- Several points of collaboration were identified with AGEXPORT and ANACAFE that will increase the efficiency and effectiveness of the project interventions.
- Staff received a USAID training on tax exemptions, their implementation and management.
- Several meetings were held at USAID with Josefina Martínez, COR, Janet Lawson, Mark Visocky, Glenda Paiz from the Office of Economic Growth, Regina Soto, MEO, Juan Carlos Méndez, Director of MEP to discuss the progress of the restructure, next steps and strengthen the relationship.

Trainings

There were no trainings held during this quarter as the project plans to initiate field activities during the next quarter. During the month of July, NCBA CLUSA anticipates participating in a training on animal husbandry.

Partnerships and Alliances

During this period the CDP III Guatemala project was in contact with the following stakeholders as key strategic partners for program implementation:

a) WHIP Counterparts

AGEXPORT: A private, non-profit organization, founded in 1982 with the mission of promoting and developing the export of Guatemalan products and services. With the Business Linkages Project, they work with six groups in the department of Totonicapán in the municipalities of Momostenango and Santa Lucía la Reforma and in Quiché they work with nine groups located in the municipalities of Sacapulas, Cunén, Nebaj, Cotzal and Chajul. Based on the meetings held during this period, NCBA CLUSA and AGEXPORT agreed that the groups and families served by AGEXPORT will be part of the target population with which CDP III Guatemala will develop its intervention to ensure collaborative and complementary efforts.



ANACAFE and CLUSA personnel participants from the meeting in San Rafael Pie de la Cuesta

ANACAFE: A consortium of various organizations (CONFECOOP, FEDECOCAGUA, FEDECOAG, FUNCAFE, ARTEXCO and FUNDASISTEMAS) that focus on the PDCVR framework in San Pablo, San José El Rodeo, Tajumulco, Nuevo Progreso and San Miguel Ixtahuacán. NCBA CLUSA met with ANACAFE to discuss strategy moving forward and agreed on analyzing which beneficiaries targeted by ANACAFE can be included as part of the CDP III Guatemala target population thus creating opportunities for integrated activities.

Partners of the Americas: An international organization that works in Guatemala implementing the Farmer-to-Farmer program with volunteers who are committed to serving others through technical assistance to local agricultural producers, producer organizations, and agribusinesses. NCBA CLUSA submitted a formal request to Partners for a specialist in technological applications to provide support in developing the CDP III mentoring program.

Compliance with USAID Environmental Procedures

NCBA CLUSA worked closely with USAID and MEP to redesign and update the Environmental Mitigation Plan Report based on the changes that were made to the work plan and indicators and agreed to finalize this document during the next quarter. NCBA will ensure that appropriate monitoring take place of environmental mitigation procedures and compliance with Regulation 216 as activities continue.

Gender

NCBA CLUSA proposes that the participation of women reach 70%, with a particular focus on pregnant women and lactating mothers. NCBA CLUSA has been working closely with ANACAFE and

AGEXPORT to ensure that within the complementary activities that are identified that the focus will be on prioritizing the participation of existing women’s groups.

Major Challenges Encountered

It became very clear after the assessment, that the most critical challenges in the project were a lack of integration between NCBA CLUSA and project partners, as well as a need to strengthen communication between the field and central office team.

Although the project had made progress in terms of establishing the strategy and the areas and communities for intervention, there was still substantial work to be done in ensuring that the partners were consulted during each step of the process and refocusing the strategy to ensure that it was comprehensive, integrated and that there was not a replication of efforts. Strategic coordination and relationship building meetings needed to take place with ANACAFE and AGEXPORT.

Once the determination was made that the strategy and staffing structure would need to be modified, it also became clear that a major challenge that the team would encounter was whether or not the team would positively and quickly adapt to the changes from the restructure of both the staff and of the strategy. Furthermore, NCBA CLUSA would need to ensure that the staff received the support necessary to adapt to the changes that were to take place during the staffing and strategy restructure.

Solutions to Challenges



ANACAFE, AGEXPORT, NCBA CLUSA, and USAID field visit to exchange experiences

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

Furthermore, the entire NCBA CLUSA team was involved in the re-envisioning of the strategy from the beginning and worked together to understand what their roles would be in the new activities and how each individual would be an integral part of the decision making process in the modifications that were made to the activities.

Lessons Learned

- Including the entire team in the redesign and planning of the new strategy generates synergy and allows each individual staff member to personally identify with the goals, objectives, and project intervention model, which will create a larger impact.
- Identifying potential areas for complementary efforts with ANACAFE and AGEXPORT means that all parties involved will be able to ensure that beneficiaries are receiving comprehensive and holistic support which will allow greater impact and sustainability.

Planned Activities for the Next Quarter

For the next quarter, the team is planning to gather baseline data from the groups and families belonging to the target population. Based on these results, NCBA CLUSA will be able to select the

project areas, develop the interventions and finalize a work plan with content that will provide a model for the parameters and methods of measurement (Monitoring and Evaluation), the schedule of activities and expected results.

Annex I. Indicator Table

Standard Performance Indicator Table

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

	productive economic resources (assets, income or employment)							
11	Number of climate mitigation and/or adaption tools, technologies, and methodologies developed tested and/or adopted as a result of USG assistance	GCC 4.8.2-8	TBD	1	2	2	Practices	Field Staff
12	Number of MSMEs, including farmers, receiving USG assistance to access grants	FtF 4.5.2-30 Adapted	TBD	1,000	2,500	3,000	People	Field Staff
13	Value of agricultural and rural grants	FtF 4.5.2-29 Adapted	TBD	TBD	TBD	TBD	US \$	Field Staff

Standard Impact Indicators

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