FINAL REPORT

"El Salvador Coffee Stabilization and Agricultural Diversification Project Mid-Term Evaluation"

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ACRONYMS

BANDESAL: Banco de Desarrollo de El Salvador - Salvadoran Development Bank

BFA: Banco de Fomento Agropecuario - Agriculture Development Bank

BH: Banco Hipotecario - Mortgage Bank

CENTA: Centro Nacional de Tecnología Agropecuaria - National Center for Agriculture and Forestry Technology

CLUSA: The Cooperative League of the United States of America

DGDR-MAG: Dirección General de Desarrollo Rural / General Directorate for Rural Development - Ministry of Agriculture and Livestock

ECA: Escuela de Campo para Agricultores – FFS: Farmer Field School

IFAD: International Fund for Agricultural Development

MAG: Ministry of Agriculture and Livestock

MaSL: Meters above Sea Level

NCBA: National Cooperative Business Association

PPP: Public-Private Partnerships

USDA: United States Department of Agriculture

EXECUTIVE SUMMARY

NCBA CLUSA is implementing a four-year agricultural program with financing from the United States of America government through USDA, known as "El Salvador Coffee Stabilization and Agricultural Diversification Project", funded by the United States Department of Agriculture. The project seeks to benefit an estimated 7,500 producers, 50 producer organizations and cooperatives, government agencies, and the private sector particularly in the coffee producing regions of El Salvador including the specific areas of Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán.

The project's objectives are (a) to support small and medium farmers to increase productivity in the coffee value chain through improved agricultural techniques and technologies for coffee and product diversification, (b) to support the activities of governmental institutions and foster the capacities of producers and cooperative organizations, (c) to increase access to agricultural credits and improve the quality of inputs for coffee production, and (d) to expand the trade of agricultural products through increase in the value of products post-harvest, as well as market access through quality improvement, greater efficiency, and a better commercialization and market links.

The project started in October 2014, however field implementation started in October 2015, and to date has conducted a comprehensive midterm evaluation and review of the project's progress and adequacy to the conditions of Salvadoran coffee cultivation. The main conclusion obtained is that the design of the project is considered pertinent to the strategy and objectives of rehabilitating Salvadoran coffee cultivation in all the links of the productive chain, for which it is working in coordination with governmental institutions, particularly with the Ministry of Agriculture and Livestock and the National Center of Agricultural and Forest Technology "Enrique Álvarez Córdova" - CENTA, and its specialized division CENTA-CAFE. This has been very important in the training that the project conducted to CENTA-CAFE extension agents, the territorial coordination work, and the field activities that have been jointly organized.

The Project develops the reactivation and improvement of coffee plantations through the promotion of improved rust resistant coffee varieties and the use of organic agriculture, actions very pertinent to the situation of coffee cultivation expressed by the producers and parallel to the government's actions.

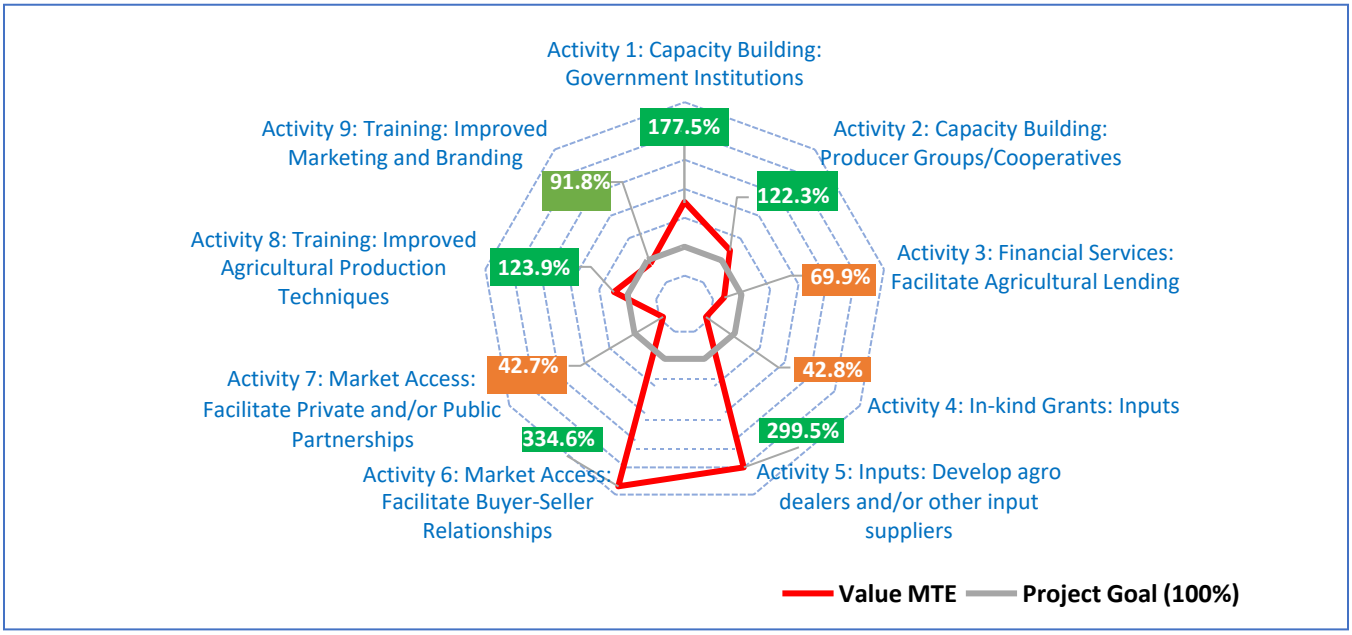
The most significant achievements of the project are training in the creation of coffee nurseries, the promotion and training in organic agriculture, the introduction of mechanization with the use of Pole Pruners, Motorized Sprayers, Brush Cutters, and Earth Augers; which forms part of the basic mechanization kit, as well as the promotion of commercialization with training and events to facilitate linkages between producers and buyers. In this regard, it was particularly important to point out that the training activities were conducted using mainly the Farmer Field School (FFS) model, aptly developed in parallel to the actions of CENTA-café, which promoted this model of technology transfer. Additionally, it allowed the grouping of producers and the grants of inputs to be strengthened with materials and equipment within the Cooperatives and Producer Organizations.

About the development of plants producers' or nurseries, the methodological processes have been implemented in three lines: i. The supply of certified and enhanced coffee seeds resistant to the coffee rust fungus, ii. The promotion of organic agriculture techniques for the establishment of seedbeds and nurseries, and iii. The promotion of new management techniques for nursery development in combination with organic agriculture. This mid-term evaluation took advantage of the survey of the producers to identify those who have benefited with the promotion of nurseries. These producers expressed they have all received NCBA CLUSA training on seedbeds and

nurseries preparation, having received an average of 4.5 trainings in the last two years. 95% of those surveyed are applying the organic agriculture practices, and 45% rate their results as excellent, and an equal percentage rate them as good totaling, 90% with a good qualification of organic agriculture. On the other hand, 95% will continue in the future applying organic agriculture practices. In nurseries, a very novel and positive trend has developed: the increase in female producers participating in the care and management of coffee nurseries stemming from the project's resources.

The main instrument of work has been the identification and training of extension agents among personnel of the Cooperatives and Producer Organizations part of the methodology of the FFSs. The project has provided technical training to 519 extension agents (128% of the originally established goals), who later worked with an estimate of 4000 agricultural producers in FFSs led by the cooperative extension agents. During the survey conducted among the producers, it was verified that 7 out of 10 interviewees confirmed that their Cooperative or Producer Organization had developed an FFS, and 9 out of every 10, confirmed to have participated in an FFS.

The annexed Figure summarizes the average progress for each of the 78 indicators describing the progress of the nine components of the Project. To prepare the graph, the primary information from the project's Data Management System has been compiled, refined, and analyzed, and in turn the data was compiled emphasizing the reference data requested from governmental institutions that have worked on the project.



In general terms, 24.4% of indicators are in a critical phase of execution with less than 40% progress at the date of this evaluation (with 55% progress across all the projects' performance indicators), 48.7% of indicators are on track to comply with the accelerated deadlines for compliance, and notably, there are 26.9% of indicators whose goals have already been surpassed significantly at the time of this evaluation.

The project is satisfactorily fulfilling the goals set for most its indicators at the date of this evaluation. However, there are areas where more intensive effort is necessary to reach the planned goals, or a change in strategy that allows finding new paths to reach said goals:

- ✓ *Within the " Market Access: Facilitate Buyer-Seller Relationships" component, it is necessary to increase efforts associated with increasing the number of trade agreements with international buyers for coffee being produced with assistance from the project (including a monitoring system for said agreements). NCBA CLUSA must make the maximum effort to leverage its international negotiation capacity and its s available contacts in the North American and European markets.*
- ✓ *In the "Increased Use of Financial Services" component, very modest progress has been made: in terms of the volume of credits managed with project assistance represent 44.6% of the total target originally planned (among female producers, this represents 41.0% of the target in monetary terms).*
- ✓ *The amounts of credit being supported by the project is of a lower amount than originally planned given that they have been concentrated in harvesting collateralized loans and to a lesser extent, in credits associated with new crops. This implies that the efforts and results obtained by the project, although positive, have not been enough to increase access to financing by project beneficiaries specifically those located on Tecapa-Chinameca, Cacahuatique, Chinchontepec y Alotepeque-Metapán mountain ranges.*
- ✓ *In the component "Training: Improved Marketing and Branding", the project has made efforts to create linkages between producers benefiting from the project with potential international buyers, however, these linkages will consolidate over time. During the survey of the producers participating in the project, it became evident that in four of the six regions served there is an average knowledge of international coffee buyers, and very few have been able to consolidate commercial relations and exports. The progress of these commercial relationships requires monitoring and follow up in time.*
- ✓ *It is necessary to review the project's strategy for crops that support diversification in the coffee sector. The results obtained to date with the cultivation of beans and certain vegetable varieties have not reached the expected results on volume and value of sales (See table 4-1b of Chapter 5).*
- ✓ *The positioning of the project may allow for widening the spectrum of Public-Private Partnerships (PPP) that benefit from the commercialization and positioning activities of coffee producers with international buyers. Additionally, valuable co-investment spaces can be generated to multiply the results obtained to date by the project (see Chapter 5), particularly with DGDR-MAG and IFAD funds, for which NCBA CLUSA can provide the technical resources necessary for the formulation and implementation of the projects (besides the co-investments that multiply the investment from USDA funds).*

The component of the project promoting low-cost agriculture needs can be evidenced with the registered information from producers applying these techniques. At the end of the project this can be capitalized and provide documentation to CENTA, as well as research and educational organizations related to coffee production, which will promote the continuity of this technology.

Efforts made to consolidate and publicize the results obtained by this project will fulfill its legacy of becoming a public good that can be replicated by public and private institutions, NGOs and others.

Based on the information gathered in the baseline Evaluation Report, the main recommendations that can be issued in this mid-term evaluation are:

To increase the communication positioning of the Project, taking advantage of the present mid-term evaluation, to propose a relaunch of the project with a greater strategic support from MAG, CENTA-CAFÉ, and the Salvadoran Coffee Counsel authorities. This implies that in the short term NCBA CLUSA will design with the support of the public and private institutions that provide services to the Salvadoran coffee sector, a calendar of strategic activities with the producing population in the six regions that the project attends, including the Communicational Relaunch of the project.

Foster a relationship with national academic entities (and national chapters of international entities, such as CATIE) to include them in applied research activities. In this line of action, it is also important to approach the National School of Agriculture as the leading institution in the training of agronomists in El Salvador who can become the replicators of the techniques for organic agriculture.

Increase the Use of Financial services provided by banks for the producing population, to seek greater spaces of collaboration with BFA and BH, and attempt to include BANDESAL in the financing efforts for the producers of the project. In this line of action, it is also very important that the project approach private sector banks.

Evaluate new options for productive diversification. Negotiate technical support from CENTA's scientific research teams for new crop options under the agricultural diversification component, with the objective of improving production yields and sales revenues. International experiences suggest considering (i) medium cycle fruit crops, and (ii) partner coffee with honey production, since coffee plantations are excellent for honeybees because plant diversity on the coffee farms offer good flower resources for bees.

Increase efforts in commercial promotion and marketing: it is necessary that NCBA CLUSA leverage its local and regional institutional capacity to work on coffee positioning and trade in international markets, without neglecting the importance of the national domestic market. Here it is key: (i) to consolidate and follow-up with the contacts from international buyers, (ii) Search for new buyers leveraging the international positioning of NCBA CLUSA, (iii) involve in these commercial promotion efforts entities of the government and private sector, especially the Commercial Network Management of the Salvadoran Ministry of Foreign Relations, and (iv) design an ad-hoc monitoring system for these matters. On all these matters, BANDESAL as well as the Ministry of the Economy with FONDEPRO may be key allies in financial subjects that make these negotiations among producers more viable.

Develop an evaluation process for the effectiveness of all training events and exchanges of experiences to establish niches of opportunity and improvement that multiply the effectiveness of these capacity building efforts. This is another area in which PPP may work with private academic institutions.

1. INTRODUCTION

This present document is the Final Report of the Independent Evaluation Contract for the Project "El Salvador Coffee Stabilization and Agricultural Diversification Project".

The Project's objectives are (a) support the small and medium farmers to increase productivity in the coffee value chain through the improvement of agricultural techniques and technologies for coffee and products diversification, (b) support governmental institutions activities and foster the capacities of producers and cooperatives organizations, (c) increase access to agricultural credits and improve the quality of inputs for coffee production, and (d) increase the trade of agricultural products through the increase in the value of post-harvest products, as well as market access through quality improvement, greater efficiency, and a better commercialization and market links.

The mid-term evaluation was performed during the project's activities midway through the third year of execution. The mid-term report considers the relevance, efficiency, effectiveness, sustainability, and lessons learned from the Project. The period assessed includes from the date field implementation started October 5, 2015, until March 31, 2017.

This document has been structured in four sections; the first section describes the general context of the project evaluation. The second section consists of Chapters 3-5. This includes the project relevance analysis, the results achievement and the sustainability of the established action analysis considering as well the effects under the social and economic environment in which it was implemented. The third section analyzes the project's achievements (Chapter 6).

In the final section of the document, all inputs contributed in the previous sections are combined to derive general conclusions obtained with the implementation, underlining lessons learned, recommendations, and aspects of interest to use as guidelines in the execution of the second half of the project.

2. EVALUATION METHODOLOGY

This consultancy has a multi-dimensional and multi-sectoral approach at the country level, as has been established in the corresponding terms of reference.

Based on this premise and complying with the general and specific objectives, this consultancy has considered the review of bibliographic references, interviews with the conglomerate of institutions that have participated in the project's implementation, review of official information on the six regions of project intervention, surveys among benefited producers, as well as other sources.

The methodology has been based on the quantitative and qualitative information systematization focus; the first is focused on the project achievements shown according to objectives, targets, and indicators, as well as the level of beneficiaries and territorial vision, identifying the good practices or successful cases; the second (qualitative) was focused on the analysis and value of the processes and results from the experience of the different institutional and commercial stakeholders associated with the project. Thus, to comply with the specific objectives of the mid-term evaluation, the different techniques were used as combined in Table 1-1.

Table 1-1. Methodology used in the evaluation

Specific objective	Methodology to assure compliance
i. *Establish a historic perspective of the project, considering the changes in agricultural context, its relevance for the original design of the project and its implementation influence in the activities to reach project objectives.*	Secondary information, local and international context, and interviews of key institutions personnel.
ii. *Determine whether objectives continue being relevant and reachable, considering the possible changes in the economic, political, and social context of the project and participating institutions.*	Analysis of contextual information and work conditions encountered by the project, and information collected in key source interviews.
iii. *Provide data on relevance, efficiency, and effectiveness levels developed until mid-project implementation and evaluate sustainability.*	Secondary information analysis, and evaluation from beneficiaries - survey
iv. *Determine the internal and external factors that influence NCBA CLUSA, the beneficiaries, and other interested parties related to the project for the achievement or not of the medium-term objectives.*	Surveys of beneficiaries; focus groups and interviews of key project personnel and technical advisors.
v. *Identify the contribution to changes in the development of the interested stakeholders (results) within the period between the beginning of the project and the time when the mid-term evaluation takes place in the project's influence areas, identifying probabilities of achieving efficacy and sustainability of the progress in relation to the foreseen effect of the project.*	Interviews and focal groups with key persons from institutions to key project personnel, project technical team, and surveys of beneficiaries.
vi. *Document the best practices and lessons learned from the project implementation until mid-term with the value chain partners.*	Analysis of secondary information, interviews to sample cooperative's presidents and representatives of producer organization, and interviews with project technical advisors.
vii. *Provide recommendations to improve performance in the development of the project until the compliance of final project goals.*	Information analysis collected from different sources.

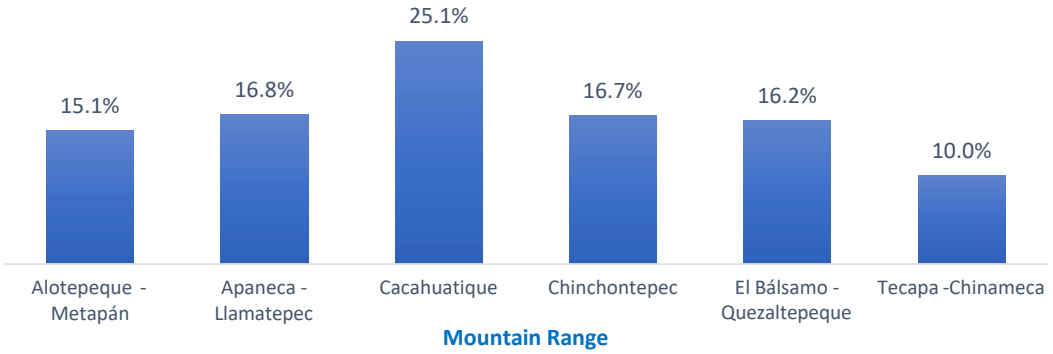
Source: Internally-produced by HEVI S.A de C.V.

Framed in the above and complying with specific objectives of the mid-term evaluation, the methodology was developed in three phases: i) Review of documentation associated with the project; ii) Recollection and processing of data; and iii) Information analysis and final presentation.

Within the framework of primary information registration, 1147 valid surveys were taken, of which a valid base of information of 4101 active beneficiaries in the intervention area was processed, with a margin of error of less than 4% estimated in all cases. The final distribution of the sample appears in Figure 1-1.

The field work was programmed per Table 1-1, parallel to the survey and group meetings illustrated on Table 1-2, the survey process was rescheduled, which began after the sample was determined and the different NCBA CLUSA field contacts were established. Then proceeded to territorial deployment planning of the pollsters in the six regions: Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec and Alotepeque-Metapán, counting with the basic information provided by NCBA CLUSA and the expertise of its Senior and Junior technical advisors to whom it was jointly planned the distribution of the daily work to be done in each of the mountain ranges. An important point to note is that the field work relied on the recommendation and support of the junior technicians who due to their proximity to producers, producer associations and beneficiary cooperatives, were the links with the leaders and corresponding representatives in each of the regions to carry out the meetings with individuals to be interviewed.

Figure 1-1 Sample distribution per region



Source: Internally produced by HEVI S.A de C.V.

Table 1-2 Field work programming

Technique (according to guidelines)	Participants	DATES
Semi-structured interview	Director of the Salvadoran Coffee Council	Thursday, June 22, 3:00pm
	Director of the Rural Development Directorate	Wednesday, June 20, 8:30 am
	Vice Minister of Agriculture	Monday, July 10, 9.00 am
	Representative of CENTA-CAFE	Tuesday, May 20 at 2:00 pm
	President of Mortgage Bank	Wednesday, June 7, 11 am
	President Foster Bank	Monday, June 5, 10 am
Structured interview A	**CENTA-CAFE Technicians**	
	WESTERN REGION	Thursday, June 8, 2017. Location: DGSV Santa Ana, Portezuelo, Time: 2:00 pm
	CENTRAL REGION	Thursday, June 8, 2017. Place: Oficina Guadalupe (Coffee Association) Time: 1:00 pm
	EASTERN REGION	Thursday, June 8, 2017. Place: Processing Plant of Cooperative Ciudad Barrios, Time: 8:00 am
Structured interview B	**Technicians Junior**	
	Apaneca- llamatepec	On June 16, 2:00 pm for 1 hours, in two meetings: one at NCBA CLUSA office, and in Ciudad Barrios
	Cacahuatique	
	Chinchontepec	
	El Balsamo - Quetzaltepec	
	Metapan - Alotepec	
	Tecapa - Chinameca	
Structured interview C	**Sample of inputs suppliers**	
	AGROAHACSA La Palma, Chalatenango	Did not respond
	ACOPO DE R.L.	Thursday, June 14
	VIDE S.A. videsacv@hotmail.com	Friday, June 15
	MAOES info@maoes.net	Tuesday, June 13, 3:00 pm
	COEX	Tuesday, June 13, 3:00 pm
	ECOSOL Arch.	Monday, June 12, 4:00 pm

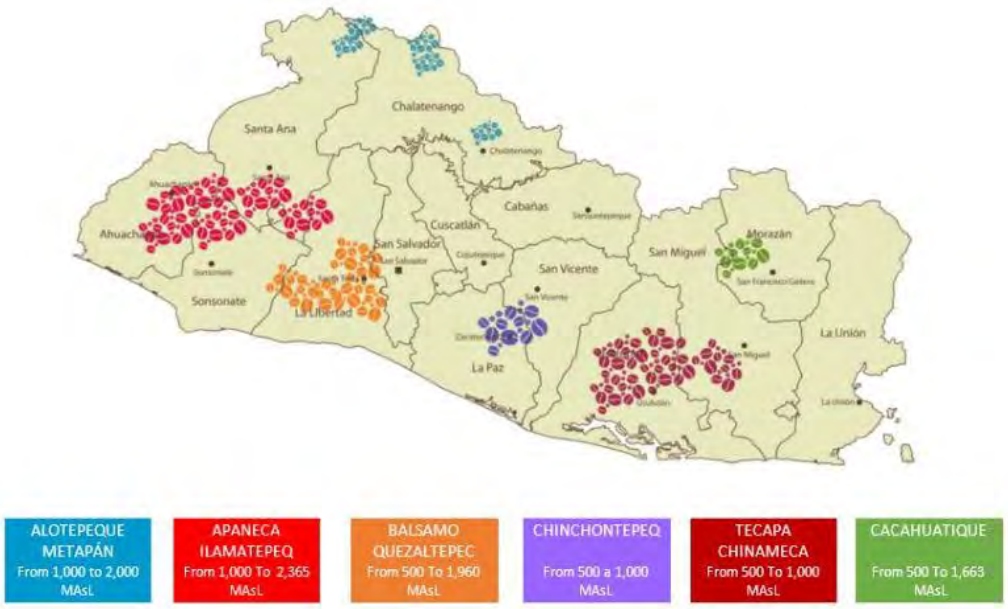
	ecosol.elsalvador@gmail.com	
	INVERSIONES MAPA mapasacv@hotmail.com . Míster Donut Merliot	Tuesday, June 13, 5:00 pm
	JOALMO DIAZ **Restaurant Don Boni, Los Naranjos, Sonsonate.**	Wednesday, June 14, 2:30 pm
	PRODUCTOS ECOLOGICOS proecos2012@gmail.com	Monday, June 12, 11:00 am
	INDUPAL ventas@indupal.com Blvd Venezuela 1233	Monday, June 12, 2:00 pm

3. DESCRIPTION OF DEVELOPED INTERVENTIONS

NCBA CLUSA is implementing a 4-year agriculture project known as "Coffee Stabilization and Agricultural Diversification Project", financed by the United States Department of Agriculture USDA.

The project goal is to work with 7,500 producers, 50 producer organizations and cooperatives, governmental agencies and private sector, particularly in the coffee producing regions of El Salvador, including the specific areas of Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec and Alotepeque-Metapán (see Figure 2-1).

Figure 2-1: Geographic coverage of project



The project is structured in 9 components:

i. **Capacity building for governmental institutions, structured based on three key activities:**
   - Activities to support coffee rehabilitation and agricultural diversification through FFSs for governmental extension agents, producer organizations and cooperatives, attempting to strengthen their capacity on subjects related to: the preparation of organic fertilizers, use of enhanced seeds, post-harvest management, and others. This is work performed in parallel to the Salvadoran Government's activities.
   - Strengthening of links with existing market information systems, and early warning systems through the incorporation of coffee farms mapping.
   - Support local governmental institutions to organize a forum to discuss the coffee sector, coordinating efforts with the stakeholders and promoting support and incentives to the sector.

ii. **Capacity building: in groups of producers/cooperatives, which considers:**
   - Extension agents training on coffee plantations improvement and crops diversification, as well as the development of FFSs and other basic extension techniques for coffee growers.
   - Institutional leadership training and entrepreneurial management for cooperatives.
   - Promotion of coffee cooperatives and support to the creation of networks among them and the national associations.
   - Support round tables to help develop a promotional agenda for the coffee sector and facilitate linkages among private and public sectors.

iii. **Promotion of financial services for the coffee sector,** focuses on the facilitation of agricultural loans, especially improving access to financing for coffee producing organizations affected by coffee rust, through the expansion of existing guarantee funds and financing funds. Specifically, NCBA CLUSA works directly with BANDESAL, the Salvadoran Development Bank and other banks to extend the scope of its present portfolio of agricultural loans' guarantees and loans funds supported by the government of El Salvador.

iv. **Grants for agricultural inputs:** In this component, NCBA CLUSA supplies inputs to producers to ease the dissemination and adoption of new seeds for coffee varieties and other planting stock for agricultural diversification, including bell pepper, cucumber, and red beans. These single in-kind grants attempt to reduce the risk of the rehabilitation activity and coffee diversification.

v. **Inputs: Development of agricultural inputs distributors or other inputs providers.** On this component, NCBA CLUSA focuses on the following:
   - Development of available local plant suppliers through the training of cooperatives and private nurseries on the production of local nurseries with rust resistant varieties.
   - Identification and facilitation of links among local inputs companies, suppliers of different crops, and cooperatives to promote agricultural diversification.
   - Organization of field days when the supplying companies are invited to introduce and sell their products.

vi. **Access to market: Facilitating relations between buyer and seller.** NCBA CLUSA works with cooperatives to research specific requirements from buyers on quality and buying volumes, identifying new opportunities and existing relationships, assisting in the production of volumes, development of supply chains, identifying national and export markets through events, links among sellers and buyers, and identifying financing needs and sale opportunities.

vii. **Access to market through the creation and/or building of PPP:** NCBA CLUSA facilitates a wide range of public-private alliances fostering dialog and association to focus on the problem of coffee rust faced by coffee producers; establishing relationships and coordinating meetings among the stakeholders, creating

links, promoting crops diversification, taking advantage of important private resources, financing for development and technical assistance, and developing and solidifying public-private associations which are efficient for specific products.

viii. **Provision of Training Services: improvement of agriculture production techniques**: In this component, NCBA CLUSA focuses on the following:

- Support to producers and cooperatives beneficiaries in the coffee regions affected by rust, teaching improved and new agricultural techniques.
- Establishing FFSs to support in parallel the effort of the Ministry of Agriculture - CENTA-CAFE, together with cooperatives and the producer's organization team, developing a system of learning-by-doing.
- Development of a series of simple training models and informational triptychs jointly with NCBA CLUSA partners.
- Organization of radio programs to make the community of coffee growers, private sector and the general public, aware of coffee rust.

ix. **Capacity building to improve marketing and branding.** NCBA CLUSA has focused on:

- Training of cooperatives in all aspects of marketing and branding of coffee, particularly market needs, quality, pricing, transportation, logistics, promotional efforts, and public relations. This includes the identification and training of local cooperatives in marketing concepts.
- Support to promotional campaigns of producers most affected by coffee rust that are linked with specialty coffee markets and networks.

The project works with a complete and diversified view of the coffee value chain, considering different intervention strategies for the different stakeholders involved in the value chain, as shown in Table 2-1.

The relationships of stakeholders in the chain are quite diverse, and we find producers (individuals or groups) who can assume functions within the process (coffee millers) who are transformed into buyers and sellers. The project, within its operations, developed its intervention in three levels:

- Training: includes work developed with the producers, cooperatives, and producer organizations within their functions as producers, and were considered as sellers. At this level are the subjects of new techniques and technologies (organic input production, rust resistant varieties, business plans, marketing techniques, financial planning, and credit management).
- Management: includes suppliers of agricultural input, linked with project beneficiaries, and orienting them to the incorporation of their comprehensive services to low cost technology.
- Advisory: includes actions developed with buyers, with whom business round tables were organized, as well as the promotion of links among sellers and producers.

Table 2-1: Value chain and project intervention

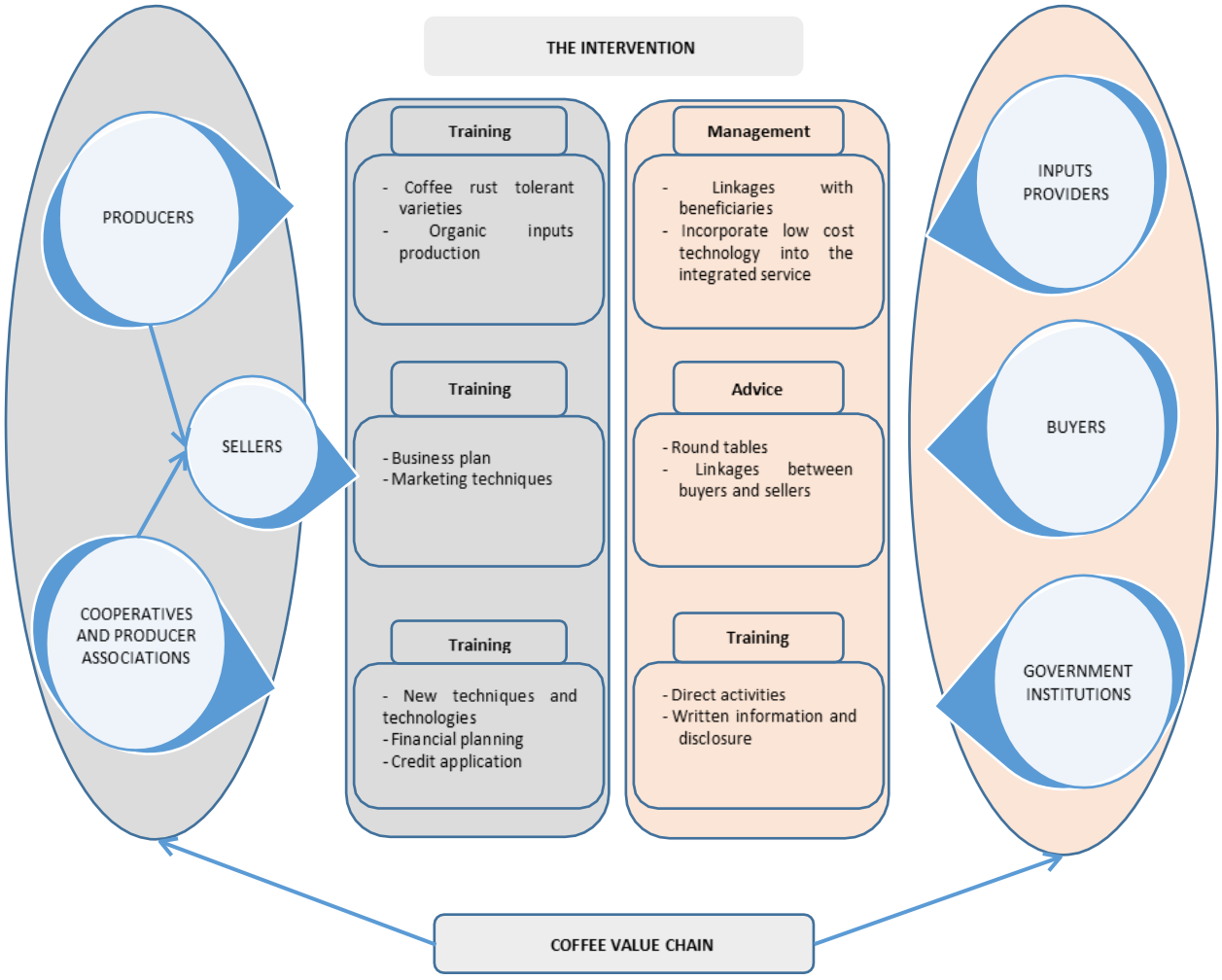
Stakeholder in the value chain	Intervention
Producers	NCBA CLUSA has trained coffee producers in the rehabilitation of coffee farms with rust resistant varieties, organic inputs for fertilization and disease control post-harvest management. Has established FFSs with mechanization tools.
Cooperatives and Producers Organization	Benefited coffee growers are part of the different cooperatives, producer organizations, ADESCOS, Producers Associations, as well as individual producers. NCBA CLUSA has trained coffee growers on the new techniques and technologies to promote the rehabilitation of coffee production, financial planning, and management and financing requests for all administrative and financial personnel of cooperatives or producer organizations.
Marketing and Branding	NCBA CLUSA has facilitated the drafting of business plans and trained in marketing techniques addressed to the team of cooperatives and producers' organizations.
Agro dealers and/or other input suppliers	NCBA CLUSA supports input providers and company agents in developing linkages with the 7,500 target coffee farmers. The low-cost production technology promoted by NCBA CLUSA should become an embedded service to agents selling their seeds, organic fertilizers, organic disease control, as well as the basic mechanization tools kit.

Stakeholder in the value chain	Intervention
Buyers - Sellers	NCBA CLUSA advises coffee buyers and organized round table events to link buyers to coffee producers. NCBA CLUSA has linked new buyers to coffee producers.
Ministry of Agriculture and Livestock Extension Services	Project personnel has trained Ministry of Agriculture and Livestock officials, CENTA-CAFE and has assisted in capacity building of farmers in their regions about new techniques and technologies promoted by the project, either through direct training workshops, meetings, or disseminating written information.

Source: HEVI S.A. de C.V. Internally-produced.

It is important to point out that training activities were developed using mainly the FFS model, appropriately developed in parallel to CENTA-CAFÉ's actions. Additionally, it also allowed the grouping of producers to deliver the in-kind grants that strengthen these structures with inputs and equipment within the agricultural communities.

Figure 2-2: Coffee value chain intervention



4. ANALYSIS CRITERIA: RELEVANCE

The concept of relevance (or pertinence) is defined as the adequate measure of objectives and results of the project interventions at the local, regional and national context, underlining how its interventions have been adapted to coffee production priorities in El Salvador, and the needs of the target population, from the institutional, as well as from the productive side throughout the six regions of intervention.

It has been verified that the design of the Project is considered appropriate vis-á-vis the strategy and objectives for the rehabilitation of Salvadoran coffee cultivation in all links of the productive chain previously seen in Figure 2-2.

Based on the evaluation findings, we can conclude that the project's management has included a series of activities addressed to build capacities for public and private institutional technical staff that aid coffee producers, as well as the producers themselves.

- The program content of the project is quite relevant to accompany and strengthen the governmental institutions' strategies, mainly underlining that from the institutional point of view, institutions such as CENTA-CAFE have been supported in the execution of their annual operations plans, besides the capacity building of its extension agents.
- Among the producers, capacity building in low cost organic agriculture and inputs granted with rust resistant enhanced varieties, have promoted acknowledging an alternative in the improvement of a productivity vis-á-vis coffee prices in the market.

a. Alignment with national priorities:

The project was designed with a multidimensional perspective, focused on productive chains, attempting to tackle the different causes that affect national coffee production, with an emphasis on coffee production at an altitude above 800 MaSL, through an innovative combination of thematic focus and skills. Conceptually, the technical approach of the project has opened to work as a team with the government institutions on coffee subjects, combining the technical and institutional capacities of the counterparts in the Salvadoran government, and thus face a subject that necessarily requires consensus and an ample focus to generate adequate solutions to all present challenges in coffee production.

In terms of Salvadoran public policies related to agriculture, the project is quite relevant and is currently important, because it is articulated with the territorial display of strategies of governmental attention to the coffee sector, including complementary actions that favor food security and nutrition of the coffee producers. In the opinion of the Vice-Minister of Agriculture and Livestock, *"the project has built valuable practical work references to promote the concepts of organic agriculture in the reactivation of Salvadoran coffee growing culture, a solution that not only helps re-activate the cultivation of coffee, but also does it within a context that favors the preservation of the environment and helps towards the social development of the coffee producing family*".[1]

Based on the experiences and lessons learned, this project can be used as a basis to develop a road map for the territorial implementation of a national policy on coffee subjects linked to the organic production, which at the same time is friendly to the environment, and adapted to climate change (see further in the chapter on

[1] *Interview with HUGO FLORES, Vice-Minister of Agriculture and Livestock, July 10, 2017.*

recommendations, where suggestions from the Vice-Minister of Agriculture and Livestock are summarized for a more intense coordinated effort during the second half of the execution of the project).

During the working sessions developed in this evaluation, an analysis through group interviews was made of the relationship between the project and CENTA-CAFÉ extension agents that provide its services at the different regions. All those interviewed have been related to the project from its inception with CENTA, just as they all received training on techniques and technologies for coffee production improvement, as well as agricultural diversification subjects. Notwithstanding the use of agricultural equipment, only two regions expressed having received training (Western and Paracentral). Moreover, all extension agents highlight that project beneficiaries have been benefited with training, inputs, and agricultural equipment.

Aside from CENTA-CAFE's opinion of the project's relevance, it is also evident through the activities jointly developed, such as:

- Seminars on fighting coffee rust. The Ministry of Agriculture and Livestock (MAG) through its National Center for Agriculture and Forestry Technology (CENTA) and the Salvadoran Coffee Council (CSC) jointly with NCBA CLUSA, organized the first coffee rust seminar in El Salvador to contribute to the improvement of coffee productivity through different appropriate techniques and technologies. Rafael Alemán, CENTA's director, thanked NCBA CLUSA for the effort supporting the reactivation of coffee growing, and especially to make sure all these efforts *"contribute to the promotion of a new beginning for agriculture in general, and coffee cultivation in particular."*[2]

- New techniques and technologies demonstration during field days. For example, with coffee growers from different municipalities in the departments of Cuscatlán, La Paz, San Vicente & San Salvador, a field day was organized by CENTA-CAFE Management at Claro de Luna farm, Municipality of San José Guayabal, department of Cuscatlán, with the support of NCBA CLUSA. The purpose was to present important subjects on crop management during the dry season, among which are noted: the application of moisturizing solutions, rust sampling and its control, pruning, and coffee plantation renewal.[3]

Although the extension agents expressed a positive opinion of the project, they also pointed out their perception that the delivery of certified seed of rust-resistant coffee varieties was not timely, and questioned the use of very small bags for the establishment of seedlings; which shows two realities:

- It is necessary to continue carrying out the process of strengthening government institutions' extension agents,

- It is important to make greater efforts to communicate the achievements and methods of the project, particularly the fact that the Project does not have control over its availability since the producers specialized in this input offer it to the extent that they harvest and process it according to Production cycles and quality standards required by the project; secondly, their opinion regarding the use of smaller bags does not coincide with the results obtained by the project in cooperatives and producer organizations where nurseries have been established under this technique.

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[2] CENTA-CAFE PERFORMS SEMINAR ON FIGHTING COFFEE RUST 2/05/2016. CENTA http://www.centa.gob.sv/2015/centa-cafe-realiza-seminario-sobre-el-combate-a-la-roya/

[3] COFFEE GROWERS OF THE CENTRAL REGION LEARN MORE ON COFFEE MANAGEMENT 12/04/2016. CENTA http://www.centa.gob.sv/2015/caficultores-conocen-mas-acerca-del-manejo-de-cafetales/

On the other hand, the extension agents acknowledged the support granted by the project in training and promotion of the FFSs, provision of inputs for its organic production, agricultural equipment, and informative materials. It is important to point out that the project deserves special recognition from all the extension agents interviewed for the support of field trips that textually consider a success in the joint work.

In summary, the evaluation of the achievements of the Project is predominantly excellent and relevant to the needs of coffee growers. Its best achievements are the training in organic agriculture, the introduction of mechanization with the use of: Pole Pruners, Motorized Sprayers, Brush Cutters, Earth Augers, which are part of the mechanization basic kit, as well as the promotion of commercialization, training, and buyer and seller events. These latter subjects are recommended to continue during what is left of the project.

On the other hand, based on secondary information, CENTA-CAFE extension agents agree that there has been a reduction in the incidence of rust on the harvest seasons 2015-2016 and 2016-2017, see Figure 3-4, (with higher rates of Reduction in the western zone), but they do not attribute it as a primary result of the execution of this Project in the first place by the volume of producers with which the project works (less than 25% of the total production at the national level) and secondly where the behavior of varieties resistant to coffee rust can be appreciated in the future and not during the execution of the project.

In relation to this perception, we must not lose sight of the fact that extension workers are working to mitigate the effects of rust on coffee with traditional methods that only include the use of chemical fungicides and the donation of coffee trees, therefore, their experience relies on the use of these products and do not recognize the contributions of the use of organic fungicides and the management of varieties resistant to rust. It is also important to mention that the project carried out its first pilot test in the 2015-2016 cycle with a series of organizations in tandem with the development of nurseries with the low-cost system, whose plants were already planted with satisfactory results by surviving the transplant. On the other hand, producers have been trained in the production of organic fungicides that have contributed to the reduction in the incidence of rust.

b. Project relevance within the coffee grower's context:

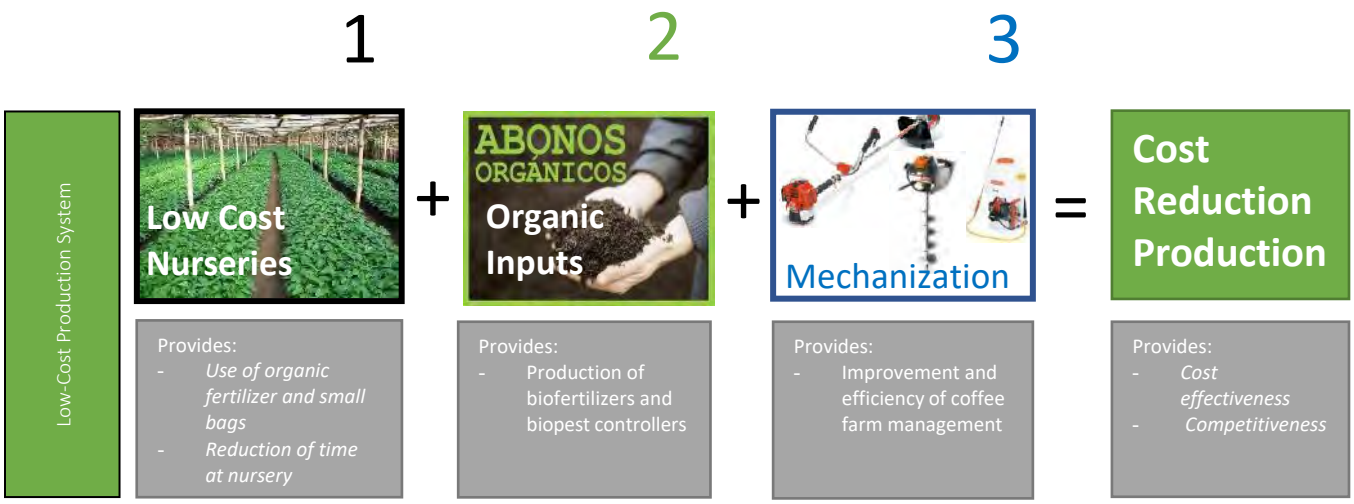
From the perspective of producers, the project is highly appropriate to reactivate coffee cultivation, since the goal is to increase coffee value chain productivity through the improvement of agricultural techniques and technologies for coffee and diversified products.

The project focuses on the reactivation and improvement of coffee plantations through the promotion of rust resistant enhanced coffee varieties and the use of organic agriculture, very appropriate actions to face the situation of coffee cultivation expressed by the producers and parallel to government actions. The project's focus on low-cost coffee production systems has the following components:

- Low-cost coffee nurseries: use of organic fertilizers and small bags reducing the time for transplant to six months.
- Input factories: production of biofertilizers and pest controllers, for the producer's own consumption and with expectations of becoming agricultural suppliers of these inputs.
- Mechanization: improvement of efficiency in the field and reduction of costs in the renovation and maintenance of coffee plantations, with the use of specialized equipment such as Pole Pruners, Motorized Sprayers, Brush Cutters, Earth Augers among others.

The result of the practice of these three components can reduce the costs of production that leads to improving the profitability and competitiveness of the producer (see Figure 3-1a)

Figure 3-1a Low-Cost Coffee Production Systems



Within this context, one of the most relevant activities in the project is the development of seedlings producers or nurseries, which have been implemented in three lines: i. The supply of coffee rust resistant, certified, and enhanced seeds, ii. The promotion of organic agriculture techniques for the establishment of seedbeds and nurseries, and iii. The promotion of new techniques to manage nursery development in combination with organic agriculture.

Figure 3-1b: Capacity building events for coffee sector by the project

Coffee Nursery

Coffee Nursery

Field Day	Field Day
Capacity Building Mechanization Demonstration	Capacity Building Mechanization Demonstration
Capacity Building Organic Inputs Training	Capacity Building Organic Inputs Training
Field Day – Training Materials	Field Day – Training Materials

The mid-term evaluation took advantage of the producer's survey, to identify those who have also benefited from the promotion of nurseries (originally it was foreseen to do it through focus groups). This was because it was the same producers to be surveyed who had limited available time when it was urgent to tend to their

own field activities to be developed at the beginning of the rainy season. The instrument used for this survey is in Annex 1.

The results indicate they all received NCBA CLUSA training for the preparation of seedbeds and nurseries, having received an average of 4.5 trainings in the last two years. 95% of those surveyed are applying the organic agriculture practices, and 45% qualify their results as excellent, and an equal percentage qualify them as good; that is, 90% have a good qualification of organic agriculture. On the other hand, 95% will continue, in the future, with organic agriculture.

Related to the certified seed, all received this product from the project; however, 35% say they did not received it on time (located on the following mountain ranges: Apaneca-Ilamatepec, Bálsamo-Quezaltepec, Chinchontepec, and Tecapa-Chinameca), only Cooperative El Refugio and Producer Organization Guadalupe de Chinchontepec stated that the quality of the seeds was not good.

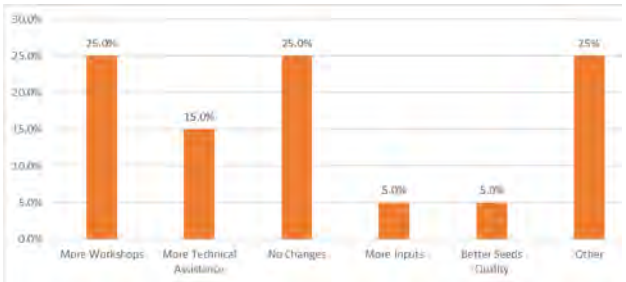
It is important to mention that the comments regarding the seed originate from a delivery at the end of 2016, and in the cases of the bad quality seed, it was necessary to make a new delivery at the beginning of this year. In both cases producers expressed the vegetative development of the plants was not enough, and since the bag provided for the nursery is smaller than usual, the plants to be delivered to the producer organization or cooperative members, will be smaller. In the culture of the coffee growers, during planting it is customary to select plants with the greatest development and in larger bags, because in their opinion this guarantees the plant will survive the transplant; nonetheless, technically it has been demonstrated that the size of the bags and the plants used in the project have led to establish good coffee plantations in the field. These are the cultural subjects to be solved with the results demonstration through time.

In this group of nursery managers, 90% consider the project appropriate, and the best activities are: trainings (70%), inputs delivery (20%), and technical assistance (10%). On the project's coordination, 55% qualify it as excellent, 35% as good, and 10% as regular. Figure 3-2. Regarding what the nursery managers would change before the end of the project, 25% requested more training, 15% required more technical assistance, 25% would make no changes, and the rest asked for more inputs, improve the quality of the seed and other (see Figure 3-3).

In both Figures (3-2 and 3-3) the importance of the capacity building component is underlined as one of the project's strength.

Figure 3-2: Best performance of the project, according to nursery managers

Figure 3-3: Changes to project suggested by nursery managers



Source: Internally-produced.

c. Actions within the context of Coffee Rust effects

Another project area that has special relevance for reactivation processes of coffee production, are works performed in capacity building, at the institutional level, as well as for producers, on coffee rust mitigation.

After the severe attacks of the coffee rust fungus to the coffee orchard, the Ministry of Agriculture and Livestock through CENTA-CAFE has been developing efforts towards the recovery of the coffee orchard productivity, promoting coffee plantation renewal programs, and fungicide packages provision for the control of the disease.

Official data indicates that the effects of this this disease shows a reduction trend since 2014 until December 2016, as shown in Figure 3-4. However, the high percentages threatening coffee plantations productivity, are maintained.

This year MAG has continued the delivery of more than 13.54 million coffee plants nationally. With this incentive to production, 6,000 producers will be favored, among associated and individuals, and 4,982 hectares of coffee plantation will be renewed. The government has invested over 5 million 768 thousand 474 dollars in this initiative. In 2015, MAG reported that the amount invested in the purchase of fungicides increased to 3.4 million dollars, and 15 thousand coffee growers throughout the country were benefited, representing an increase in benefited producers, compared to 2014.[4][5]

Figure 3-4 shows the notable impact of rust per production strata (in meters above sea level - MaSL). There is no doubt among coffee growers that coffee rust continues being one of the greatest concerns, without forgetting the unfavorable situation of international coffee prices. The chairman of the Coffee Forum, said that in the West, the fungus of the rust infestation "does not go down from 50%" on average perfarm.

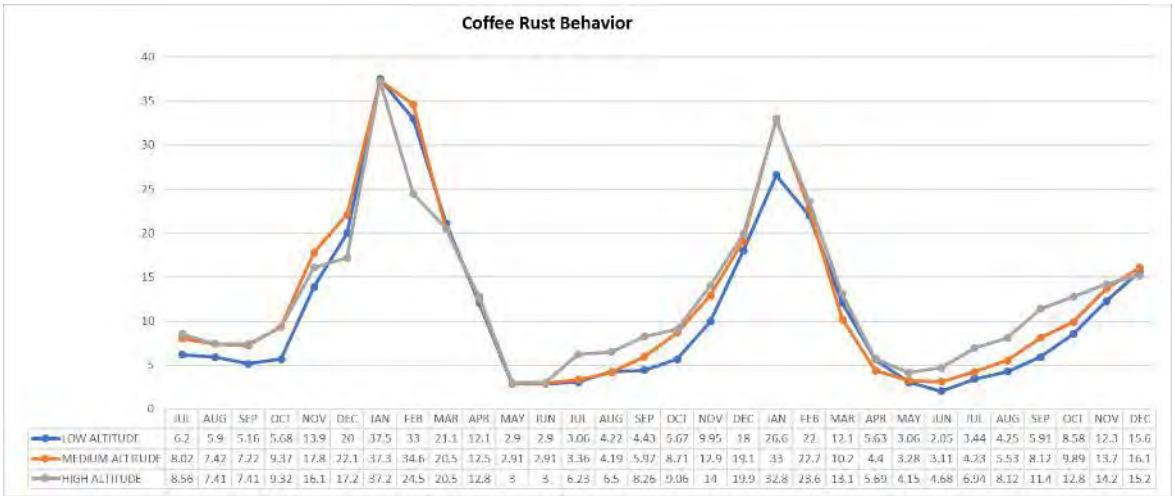
Meanwhile, at the Coffee Association, there is a registry that in Santa Ana and Ahuachapán, the average is 70%; he then adds that during the 2016-2017 harvest, it was necessary to invest $129 additionally per hectare to face coffee plant diseases. The chairman of the Las Cruces Cooperative, also says that production used to be 5,000 bags, and after the infestation it went down to 598 bags. This season 2016-2017 would reach 3,500 bags, but with the massive resurgence seen since last year, *"we will go back to 598 or similar next season; we need help with plants (for renewal) and long term loans*." [6]

4 Government delivers over 14 million coffee plants nationally. 14/06/2017 http://www.mag.gob.sv/gobierno-entrega-mas-de-14-millones-de-plantas-de-cafe-a-nivel-nacional/

5 MAG officially delivers fungicides to fight coffee rust and protect plantations. http://www.presidencia.gob.sv/mag-oficializa-entrega-de-fungicidas-para-combatir-la-roya-y-proteger-los-cafetales/

6 ACUTE PROBLEMS DUE TO COFFEE RUST IN THE WEST 15/06/2017. La Prensa Gráfica. http://www.laprensagrafica.com/2015/02/09/graves-problemas-por-la-roya-en-occidente

Figure 3-4: Frequency of rust per strata, since July 2014 until December 2016



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
LOW ALTITUDE	6.2	5.9	5.16	5.68	13.9	20	37.5	33	21.1	12.1	2.9	2.9	3.06	4.22	4.43	5.67	9.95	18	26.6	22	12.1	5.63	3.06	2.05	3.44	4.25	5.91	8.58	12.3	15.6
MEDIUM ALTITUDE	8.07	7.42	7.22	9.37	17.8	22.1	37.3	34.6	20.5	12.5	2.91	2.91	3.36	4.19	5.97	8.71	12.9	19.1	33	22.7	10.7	4.4	3.28	3.11	4.23	5.53	8.13	9.89	13.7	16.1
HIGH ALTITUDE	8.56	7.41	7.41	9.32	16.1	17.2	37.2	24.5	20.5	12.8	5	3	6.23	6.5	8.26	9.06	14	19.9	32.8	23.6	13.1	5.69	4.15	4.68	6.04	8.12	11.4	12.8	14.2	15.2

Source Report on the epidemiological situation of coffee rust in El Salvador during the month of December, 2016. Coffee Management. CENTA CAFÉ-MAG.

Actions of the project oriented towards increasing productivity in the coffee crop, especially with the planting of varieties resistant to this fungus, will hardly show results within the term of the project if we consider that plantations started their significant crops in the third year. It is possible that the degree of resistance of these varieties will allow the project to show a contribution to the decrease of impact on the plantations, which may be done at the completion of the project using the evaluations of the agricultural cycles 2017-2018 and 2018-2019.

5. ANALYSIS CRITERIA: EFFICACY

These criteria focus on analyzing the degree at which the performance indicators for each of the nine components of intervention for development, have been reached. For this, an analysis base has been structured with the programmed targets during the five years of intervention, the results obtained at the end of the assessed period which is equivalent to approximately 55% of the execution time.

Figure 4-1 summarizes the average progress per each of the indicators conglomerated to describe the progress of the nine components of the project.

Table 4-1a indicates the proportion of indicators per component grouped in four categories of progress while Table 4-1b shows the progress for each of the 78 indicators. Based on this information: (i) 24.4% of performance indicators have an attainment of less than 40%, and this group of indicators have a critical role that needs to be carefully monitored by NCBA CLUSA; (ii) 25.6% of the indicators are located between 41% and 60% of attainment, in these cases the progress observed is found within what is expected for the time of this evaluation; (iii) 23.1% of the performance indicators are between 61% and 100% of attainment, what shows an accelerated progress towards total completion of programmed goals; and (iv) 26.9% of the indicators have already exceeded the programmed goals at the time of this evaluation. When grouping the previous progress per component, it can be inferred that NCBA CLUSA must focus its attention on the following:

- *Promotion of financial services for the coffee sector (55.6% of its indicators).*

For the preparation of this matrix, primary information has been compiled, filtered, and analyzed from the project Data Management System, and at the same time a data collection effort has been made from the evaluation survey specially conducted for this evaluation, as well as reference data solicited from government institutions that have accompanied the project. It's noteworthy, when reviewing the system information with NCBA CLUSA, some deficiencies that were found in the project Data Management System on the information bundling processes and reports creation, which will be reviewed and corrected.[7]

Figure 4-1: Average level of progress in goal attainment per component

Table 4-1a. Consolidation of progress per project component

Components	Less than 40%	Between 40% and 60%	Between 60% and 100%	Above 100%	Average Progress
A1 Capacity Building: Government Institutions	33.3%	0.0%	0.0%	66.7%	177.5%
A2 Capacity Building: Producer Groups/Cooperatives	20.0%	30.0%	0.0%	50.0%	122.3%
A3 Financial Services: Facilitate Agricultural Lending	11.1%	44.4%	22.2%	22.2%	69.9%
A4 In-kind Grants: Inputs	46.7%	26.7%	26.7%	0.0%	42.8%
A5 Inputs: Develop agro dealers and/or other input suppliers	0.0%	22.2%	33.3%	44.4%	299.5%
A6 Market Access: Facilitate Buyer-Seller Relationships	25.0%	0.0%	0.0%	75.0%	288.5%
A7 Market Access: Facilitate Private and/or Public Partnerships	50.0%	30.0%	10.0%	10.0%	42.7%
A8 Training: Improved Marketing and Branding	0.0%	0.0%	33.3%	66.7%	123.9%
A9 Training: Improved Agricultural Production Techniques	13.3%	26.7%	46.7%	13.3%	91.8%
General Total	24.4%	25.6%	23.1%	26.9%	**139.9%**

Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information, see Table 4-1b.

[7] *The project's technical team granted to the assessing team of the project, total access to system inquiries, besides providing complementary information that explains or details additional aspects for the construction of analyzed information.*

Table 4-1b. Detail of progress per indicator and per component

REF	Description of Activities	2015	2016	2017	2018	2019	TOTAL	Mid-term evaluation	Progress related to total project goal
1.1	Number of training sessions in improved coffee and diversification crop productivity techniques and technologies conducted for government extension workers	2	2	2	2	0	8	17	212.5%
1.2	Number of government extension workers trained in improved coffee and diversification crop productivity techniques and technology	20	20	20	20	0	80	256	320.0%
1.3	Number of market info and early warning systems for coffee sector strengthened within GOES with USDA assistance through the addition of coffee field mapping	0	1	0	0	0	1	0	0.0%

2.1	Number of coffee round table events organized by the local government institution with USDA assistance	1	1	1	1	0	4	10	250.0%
2.2	Number of cooperatives / producer organizations benefiting from attending the coffee round table events organized by the local government institution with USDA assistance	10	20	30	30	0	90	53	58.9%
2.3	Number of training in coffee improvement and crop diversification, farmer field schools and basic extension techniques conducted for extension workers	4	4	4	4	0	16	30	187.5%
2.4	Number of cooperative extension workers trained in coffee improvements and crop diversification,	100	100	100	100	0	400	519	129.8%

	farmer field school and basic extension techniques								
2.5	Number of training sessions in cooperative governance and management conducted for cooperative board staff	3	3	3	3	0	12	42	350.0%
2.6	Number of cooperative board staff trained in governance and management	100	200	200	100	0	600	350	58.3%
2.7	Number of business plans developed by cooperatives with USDA assistance	10	20	20	0	0	50	29	58.0%
2.8	Number of cooperative networks developed with USDA assistance	0	1	0	0	0	1	1	100.0%
2.9	Number of coffee related public-private networking events organized with USDA assistance	1	2	2	2	0	7	2	28.6%
2.10	Number of cooperatives benefiting from attending the	0	50	50	50	0	150	3	2.0%

	public-private networking events organized with USDA assistance								
3.1	Number of training sessions in expanding financial services to coffee farmers conducted for financial institution officers	2	2	2	0	0	6	3	50.0%
3.2	Number of financial institutions officers trained in expanding financial services to coffee farmers	5	10	5	0	0	20	33	165.0%
3.3	Value of loans provided as a result of USDA assistance (male) Food for Progress (FFPr Indicator 6)	$500,000	$500,000	$784,797	$784,797	$500,000	$3,069,594	$1,370,320	44.6%
3.4	Number of training sessions in financial planning, management, and applying for financing conducted for administrative and/or finance officers of targeted	4	4	4	4	0	16	12	75.0%

	cooperative and/or producer organizations.								
3.5	Number of administrative and/or finance officers of targeted cooperative and/or producer organizations trained in financial planning, management and applying for financing	50	100	100	100	0	350	159	45.4%
3.6	Number of individuals receiving financial services as a result of USDA assistance (male) Food for Progress (FFPr indicator 4)	500	500	1000	1000	0	3000	2487	82.9%
3.7	Number of loans disbursed as a result of USDA assistance	200	400	750	125	300	1775	402	22.6%
3.8	Value of loans provided as a result of USDA assistance (female) Food for Progress (FFPr Indicator 6)	$100,000	$200,000	$200,000	$261,690	$ -	$761,690	$312,292	41.0%

3.9	Number of individuals receiving financial services as a result of USDA assistance (female) Food for Progress (FFPr indicator 4)	200	200	300	300	0	1000	1021	102.1%
4.1	Number of in-kind input grants distributed to farmers with USDA assistance	2600	3800	1600	0	0	8000	6657	83.2%
4.2	Value (in USD) of in-kind input grants distributed to farmers with USDA assistance	$650,000	$500,000	$250,000	$ -	$ -	$1,400,000	$729,857	52.1%
4.3	Number of farmers receiving in-kind input grants with USDA assistance	2000	2600	1200	0	0	5800	3703	63.8%
4.4	Number of hectares under improved agricultural techniques and technologies (coffee) (new) Food for Progress (FFPr Indicator 1)	7500	7500	0	0	0	15000	9209	61.4%
4.5	Number of hectares under improved agricultural	0	0	5000	5000	5000	15000	3356.53	22.4%

	techniques and technologies (coffee) (continuing) Food for Progress (FFPr Indicator 1)								
4.6	Number of hectares under improved agricultural techniques and technologies as a result of USDA assistance (diversified crops) (new) (diversification will be at farmers' discretion; targets will be revised after baseline) Food for Progress (FFPr Indicator 1)	1000	1000	0	0	0	2000	687.3	34.4%
4.7	Number of hectares under improved agricultural techniques and technologies as a result of USDA assistance (diversified crops) (continuing) (diversification will be at farmers' discretion; targets will be revised	0	0	1000	1000	1000	3000	0	0.0%

	after baseline) Food For Progress (FFPr Indicator 1)								
4.8	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (male) Food for Progress (FFPr Indicator 2)	1050	1260	1260	1260	420	5250	2941	56.0%
4.9	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (female) Food for Progress (FFPr Indicator 2)	450	540	540	540	180	2250	938	41.7%
4.10	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (male) (diversification will be at farmers' discretion; targets will be revised	630	756	756	756	252	3150	1080	34.3%

	after baseline) Food for Progress (FFPr Indicator 2)								
4.11	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (female) (diversification will be at farmers' discretion; targets will be revised after baseline) Food for Progress (FFPr Indicator 2)	270	324	324	324	108	1350	359	26.6%
4.12	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (new) (diversification will be at farmers' discretion; targets will be revised after baseline) Food for Progress (FFPr Indicator 2)	900	270	270	270	90	1800	486	27.0%

4.13	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (continuing) (diversification will be at farmers' discretion; targets will be revised after baseline) Food for Progress (FFPr Indicator 2)	0	810	810	810	270	2700	0	0.0%
4.14	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (new) Food for Progress (FFPr Indicator 2)	1500	450	450	450	150	3000	2518	83.9%
4.15	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (continue) Food for Progress (FFPr Indicator 2)	0	1350	1350	1350	450	4500	2499	55.5%

5.1	Number of private nurseries with expanded production or rust resistance coffee varieties	8	10	12	0	0	30	48	160.0%
5.2	Number of training sessions in coffee seedling multiplication conducted for nurseries and cooperative staff and farmers	2	2	2	0	0	6	50	833.3%
5.3	Number of cooperative and nursery staff trained in seedling production	16	20	24	0	0	60	573	955.0%
5.4	Number of training sessions in the production of organic fertilizer and pesticides for cooperative staff / lead farmers	10	10	10	0	0	30	126	420.0%
5.5	Number of cooperative staff / lead farmers trained in the production of organic fertilizer and pesticides	100	150	200	0	0	450	292	64.9%

5.6	Number of farmers benefiting from agriculture inputs with USDA assistance	2500	2500	2500	0	0	7500	3712	49.5%
5.7	Number of field days involving input suppliers and input companies	40	60	80	100	0	280	217	77.5%
5.8	Number of linkages created between cooperatives and input suppliers	20	30	40	50	0	140	106	75.7%
5.9	Number of direct beneficiaries benefiting from attending field days	2000	5000	7000	7500	0	21500	12735	59.2%
6.1	Number of buyer/seller meetings held	0	4	4	4	0	12	18	150.0%
6.2	Number of linkages buyer/seller created	0	30	30	30	0	90	268	297.8%
6.3	Number of new buyers of specialty coffee linked to target cooperatives with USDA assistance	0	0	2	3	0	5	34	680.0%

6.4	Number of producer organization members benefiting from buyer/seller meeting	1000	1000	3000	2500	0	7500	1952	26.0%
7.1	Number of public-private partnerships formed as a result of USDA assistance, Food for Progress (FFPr Indicator 8)	1	2	2	2	0	7	7	100.0%
7.2	Value of coffee related joint public-private initiatives aimed at expanding trade	250000	250000	500000	875000	0	$1,875,000	$969,107	51.7%
7.3	Number of public and private financial institutions participating in coffee related public-private initiatives	1	1	1	0	0	3	2	66.7%
7.4	Value of new public and private sector investment leverage as a result of USDA assistance (public) Food for Progress (FFPr indicator 9)	$250,000	$250,000	$ 500,000	$ 750,000	$ -	$1,750,000	$499,005	28.5%

7.5	Value of new public and private sector investment leverage as a result of USDA assistance (private) Food for Progress (FFPr indicator 9)	$250,000	$250,000	$500,000	$750,000	$ -	$1,750,000	$299,150	17.1%
7.6	Value of sales by project beneficiaries (coffee) Food for Progress (FFPr Indicator 13)	$5,000,000	$6,820,000	$9,300,000	$12,700,000	$17,330,960	$ 51,150,960	$20,772,930	40.6%
7.7	Volume of commodities METRIC TONS (quintales bag=100 pounds) sold by project beneficiaries (coffee) Food for Progress (FFPr Indicator 14)	3200	3200	3200	3200	0	12800	5817	45.4%
7.8	Volume of commodities (metric tons) sold by project beneficiaries (diversifies crops) (diversification will be at farmers' discretion; targets will be revised after baseline)	500	500	500	500	0	2000	303.256	15.2%

	Food for Progress (FFPr Indicator 14)								
7.9	Value of sales by project beneficiaries (diversified crops) Food for Progress (FFPr Indicator 13)	$500,000	$500,000	$500,000	$750,000	$0	$2,250,000	$498,329.00	22.1%
7.10	Value of sales by project beneficiaries (coffee) (diversified crops) Food for Progress (FFPr Indicator 13)	$5,500,000	$7,320,000	$9,800,000	$13,450,000	$17,330,960	$53,400,960	$21,253,986	39.8%
8.1	Number of cooperative personnel or organizations that have been trained in marketing techniques.	150	150	150	150	0	600	467	77.8%
8.2	Number of training sessions in marketing techniques conducted for cooperatives and/or producer organizations staff	4	4	4	4	0	16	23	143.8%
8.3	Number of promotional campaigns supported benefiting	1	1	1	1	0	4	6	150.0%

	producers affected by coffee rust								
9.1	Number of farmer field schools established	15	20	25	5	0	65	61	93.8%
9.2	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (male) Food for Progress (FFPr Indicator 16)	1400	2100	1400	350	0	5250	2819	53.7%
9.3	Number of training sessions in improved techniques and technologies as a result of USDA assistance conducted for farmers	80	120	80	20	0	300	836	278.7%
9.4	Number of radio programs about coffee rust mitigation practices broadcasted with USDA assistance	8	12	12	12	0	44	32	72.7%

9.5	Number of farmers who have received training on improved agricultural techniques and technologies as a result of USDA assistance	2000	3000	2000	500	0	7500	4101	54.7%
9.6	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (female) Food for Progress (FFPr Indicator 16)	600	900	600	150	0	2250	1094	48.6%
9.7	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (new) Food for Progress (FFPr Indicator 16)	2000	750	500	125	0	3375	3206	95.0%

9.8	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (continuing) Food for Progress (FFPr Indicator 16)	0	2250	1500	375	0	4125	1435	34.8%
9.9	Number of jobs attributed to USDA assistance (male) Food for Progress (FFPr Indicator 15)	4359	4359	4359	4359	0	17436	4342	24.9%
9.10	Number of jobs attributed to USDA assistance (female) Food for Progress (FFPr Indicator 15)	400	400	400	650	0	1850	1263	68.3%
9.11	Total number of individuals benefiting directly as a result of USDA assistance (male) (standard FFPr) Food for Progress (Indicator 17)	700	1400	1400	1400	350	5250	3984	75.9%

9.12	Total number of individuals benefiting directly as a result of USDA assistance (female) (standard FFPr) Food for Progress (Indicator 17)	300	600	600	600	150	2250	1546	68.7%
9.13	Total number of individuals benefiting indirectly as a result of USDA assistance (standard FFPr) Food for Progress (Indicator 18)	5000	10000	10000	10000	2500	37500	27650	73.7%
9.14	Total number of individuals benefiting directly as a result of USDA assistance (new) (standard FFPr) Food for Progress (Indicator 17)	1000	300	300	300	0	1900	5530	291.1%
9.15	Total number of individuals benefiting directly as a result of USDA assistance (continuing) Food for Progress (Indicator 17)	0	1700	1700	1700	500	5600	2399	42.8%

Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information.

a. Capacity building: government institutions

Average attainment of indicators of this component is 177.5% of the foreseen goal (see Figure 4-1). Activities developed in this component have been directly associated with consolidating a working relationship with CENTA-CAFÉ's territorial technical, and strengthening technical capacities on subjects of interest for the project, mainly the introduction of new work methodologies in organic agricultural production, organic fertilizers preparation and their components, and agricultural diversification for the coffee sector.

In these project activities, on the date of this evaluation, 17 training activities in techniques and technologies has been conducted to enhance coffee's productivity and agricultural diversification, where 256 extension agents from CENTA-CAFE participated doubling and tripling the targets foreseen for both activities.

There are no post event evaluations that allow us to have an idea of reception of subjects included in trainings and their post-training daily work application. It is a recurrent weakness in all training efforts that the project has performed.

In this case the CENTA-CAFE team had three sessions in each of the regions where this operative division of CENTA is located, and where there was an opportunity to interact with these working teams and hear their opinions on what has been achieved by the project to date. Table 4-2 shows a summary of the main opinions collected within this group, which in general are very positive and underline that the most relevant contribution of the project to national coffee production, are the training and technical support efforts provided by the project, for which NCBA CLUSA and CENTA-CAFE must generate the necessary sustainable mechanisms.

Table 4-2: Main comments from technical team CENTA-CAFE

Aspect	Eastern Zone	Paracentral Zone	Western Zone
What is your evaluation of what the project has achieved?	Excellent	Excellent	Very Good
The best achieved	1. Training on organic and commercialization, 2. Equipment delivery, 3. Support to CENTA on field days.	Training	Training - Technical backing in CENTA-CAFE support and coordination. Introduction of new production technologies and coffee processing.
Needs to improve	1. More coordination with CENTA, 2. Closer approximation to CENTA.	1. Commercialization 2. More time for nursery development and larger bags, 3 Agreement on the variety to promote	Give more time for plant growth in the organic technologies Improve work with nursery managers Better cared for plants with greater evolution Take better care of bag size matter... Make more evaluations about the quality and relevance of the plant in the function of soils. Premises need to be assessed to lower costs on the planting process... it cannot always be achieved Better support qualities of products to process coffee It is very important to support on Coffee Commercialization Techniques
Relevant	Yes, organic was necessary	Yes, but those who needed it most were not supported	Yes, because it has introduced new production techniques and has motivated the improvement of commercialization conditions and value added generation. The project has been more effective with small producers and created associated groups

Aspect	Eastern Zone	Paracentral Zone	Western Zone
Project coordination	Yes, but did not coordinate the coffee variety to be promoted	Yes, at all levels	There has been very good coordination among regional leaders of both teams and the technical team They work based on local coordination meetings
Suggested changes	1. Strengthen CENTA-CAFE, 2 Join efforts, 3 Improve nurseries planting programs	More training on commercialization and nurseries management	(a) Processing by producers, (b) introduction in certain zones of rainwater collection, (c) continue with mechanization efforts, (e) develop business round tables to improve commercialization, (f) study other agricultural diversification options, especially on honeybee matters.
Sustainability of efforts started by the project.	Sustainability is not assured; more time is necessary with the subjects approached by the project.	Sustainability is not assured, organic practice is too new, the project term is too short.	It is necessary to transfer technology and work instruments from NCBA CLUSA to CENTA for a continuity to exist on technical support, mainly on organic subjects.

Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information.

Finally, for this component, it was not possible to completely conclude the associated activity to market information systems and early warning for the strengthening of the coffee sector within GOES, with the assistance provided by USDA through the incorporation of coffee field mapping.

b. Capacity building: producer groups/cooperatives

Average attainment of indicators for this component was 122.3% of the foreseen goal (see Figure 4-1). This component has produced better assessed results from the project within the perceptions of the beneficiary population, mainly on subjects associated to new agricultural production techniques. The focus has been on the identification and training of extension agents among personnel of the cooperatives and producer organizations as part of the FFSs methodology. The project has offered technical training to 519 extension agents (128% of the originally established goal), who later worked with an estimate of 4000 farm producers in FFSs led by producer organizations and cooperative extension agents. During the survey performed among producers, it was possible to prove that 7 out of every 10-interviewees confirmed that their cooperative or producer organization had a FFS, and at the same time, 9 out of every 10-interviewees confirmed participation in a FFS (see Table 4-3a & b).

Regarding the number of FFSs established by region among the six mountain ranges participating in the project shows that for the cases of Apaneca-Ilamatepec, Cacahuatique and El Bálsamo there is a greater concentration of FFSs established, per the opinions provided by the interviewed producers (see Figure 4-2)[8]

[8] *Farmer Field Schools are a teaching and capacity building mechanism to offer farmers the opportunity to test alternatives and improve practices. To test alternatives, a shared field plot is used by several farmers. The main result of this training is that farmers adopt the new alternatives voluntarily, and implement them in their field plots. Through its implementation, FFSs use the informal education principles for adults that considers participating producers are individuals without knowledge because they have acquired it through experience. Therefore, education through a Farmer Field School is not a matter of making technical recommendations, but to encourage changes in what farmers do, respecting what people do well. For the development of learning in Farmer Field Schools, the use of different tools is proposed for teaching, together with the agro-ecological and experimental analysis, generating scenarios for observation and analysis of current realities, encouraging the practical application of knowledge in decision-making to solve specific problems.*

Table 4-3a: Farmer Field Schools organized by cooperatives and producer organizations

REGION	YES	NO	I DON´T KNOW	TOTAL
Alotepeque-Metapan	67%	26%	7%	100%
Apaneca- Ilamatepec	78%	14%	8%	100%
Cacahuatique	69%	21%	9%	100%
Chinchontepec	65%	16%	20%	100%
El Bálsamo-Quezaltepeque	67%	24%	9%	100%
Tecapa-Chinameca	57%	28%	15%	100%
Average Total	**68%**	**21%**	**11%**	**100%**

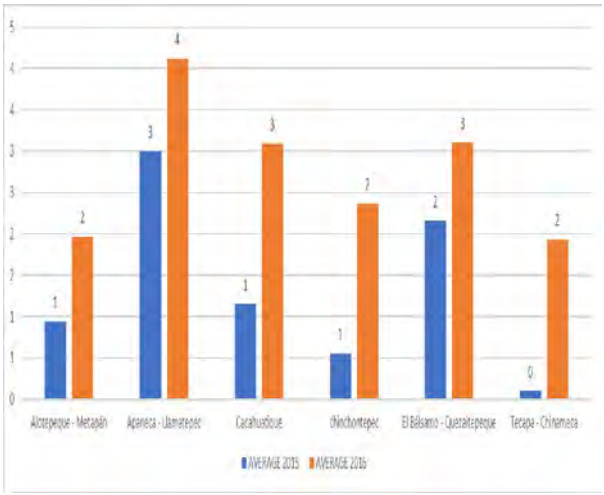
Source: Internally produced based on survey of coffee producers.

Table 4-3b: Participation by surveyed producer on a Farmer Field School

REGION	YES	NO	TOTAL
Alotepeque-Metapán	92.2%	7.8%	100.0%
Apaneca-Ilamatepec	92.0%	8.0%	100.0%
Cacahuatique	92.6%	7.4%	100.0%
Chinchontepec	87.9%	12.1%	100.0%
El Balsamo - Quezaltepeque	82.9%	17.1%	100.0%
Tecapa - Chinameca	89.4%	10.6%	100.0%
General Total	**89.9%**	**10.1%**	**100.0%**

Source: Internally produced based on survey of coffee producers.

Figure 4-2: Responses from surveyed producers related to how many FFSs their cooperative and producer organizations have developed, on average



Farmer Field Schools for this project have constituted a very practical and economical method to disseminate knowledge and consolidate learning of new technologies in coffee production and agricultural diversification among the project beneficiary population, besides being developed quite efficiently by the NCBA CLUSA technical team.

During the survey performed with the project's producer population, 55% identified NCBA CLUSA and the project as the main technical assistance supplier in the last three years (see Table 4-4). Also 66.77% of producers indicated that the technical attention received has been provided per their needs. When disaggregating this information by mountain range, it is important to note that Tecapa-Chinameca is where people considered that the technical assistance received from the project covered their needs (81.3% of the responses) and that the Cacahuatique region is where a smaller proportion of producers considered it likewise (60.5% of the responses), the detail of this information can be seen in Figure 4-3a.

An additional figure is that, on average, 91.3% of the responses indicated that the technical assistance received from the project met their needs, that it was received in a timely manner (see Figure 4-3b), and perceived a very efficient coordination of project efforts.

Table 4-4: Technical Assistance suppliers for coffee producers (per region)

REGION	CENTA-CAFE	MAG	SALVADORAN COFFEE GROWERS ASSOCIATION	PROCAFE	NCBA CLUSA	OTHER	TOTAL
Alotepeque-Metapán	34%	5%	3%	8%	47%	4%	100%
Apaneca-Ilamatepec	30%	3%	0%	2%	59%	7%	100%
Cacahuatique	30%	6%	0%	3%	51%	9%	100%
Chinchontepec	38%	2%	0%	2%	56%	3%	100%
El Balsamo - Quezaltepeque	33%	3%	1%	4%	51%	8%	100%
Tecapa -Chinameca	21%	1%	0%	1%	73%	3%	100%
General Total	**31%**	**4%**	**1%**	**3%**	**55%**	**6%**	**100%**

Source: Internally produced based on survey of coffee producers.

Figure 4-3a: Did technical assistance received from the project cover your needs?

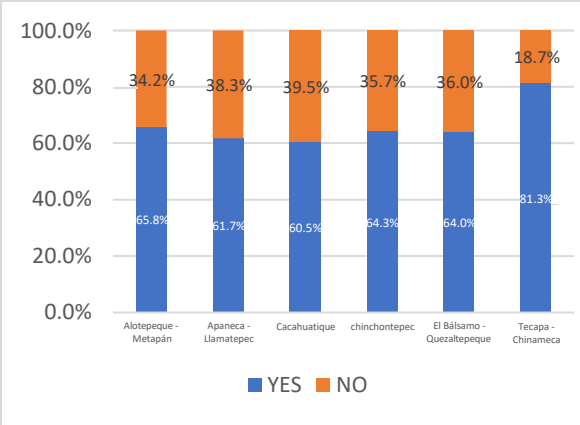
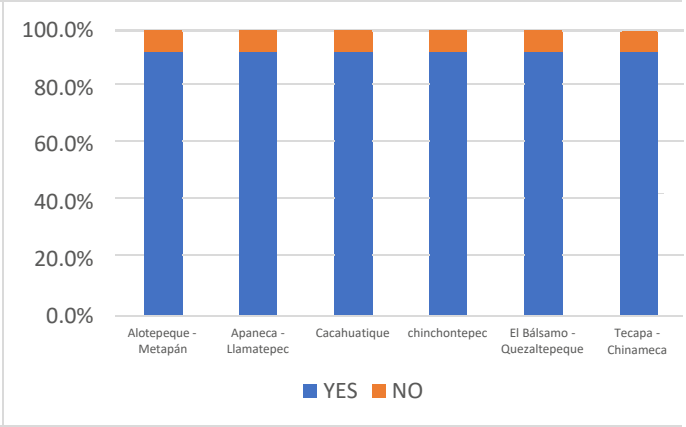


Figure 4-3b: Was the technical assistance received from the project, appropriate?



Source: Internally produced based on survey of coffee producers.

Besides the training efforts with the FFSs for agricultural subjects, the project has conducted 42 trainings (350% of the originally foreseen goal), with the participation of 350 cooperative officials, representing 84.8% of the originally programmed goal. The above shows that the project's capacity with these officials has been very limited, since during the first events performed, the average participation was lower than 10 participants per events, a reason for the project to modify its strategy to carry out in-site events for the cooperatives and producer organizations, and achieve greater participation, although the number of events increased.

Another important line of action in this component has been the creation and leverage of cooperative networks, working in three specific cases: a network created with coffee cooperatives located on the San Salvador volcano; the Network of Cooperatives that is part of the Coffee Forum; and support was given to the Executive Directorate of the Plan Trifinio El Salvador to support the creation of a network of cooperatives and producer organizations in northern El Salvador; however, this last effort was not able to be achieved.

In the case of the Coffee Forum (formed on January 3, 2013), the NCBA CLUSA project is carrying out an organizational strengthening process with them on the following activities:

- ✓ Approval of funds to buy working equipment for mechanization processes in coffee plantations: motor-sickles, augers, high-altitude pruners, aspersion pumps, to reduce costs in agriculture labor.

- ✓ Support for the creation of a brand for coffee sales.
- ✓ Workshops on marketing for the specialty coffee market
- ✓ Workshops on entrepreneurial partnership and cooperative networks

Regardless of the efforts performed, the results are very limited in these activities, because only two events have been organized where six people have participated in the representation of said cooperatives.

Finally, in this component, 50 business plans with cooperatives and producer organizations are planned to be developed with the assistance of the project, and to date 29 have been formulated (58% of the programmed goal for the project).

c. Financial services: facilitate agricultural lending.

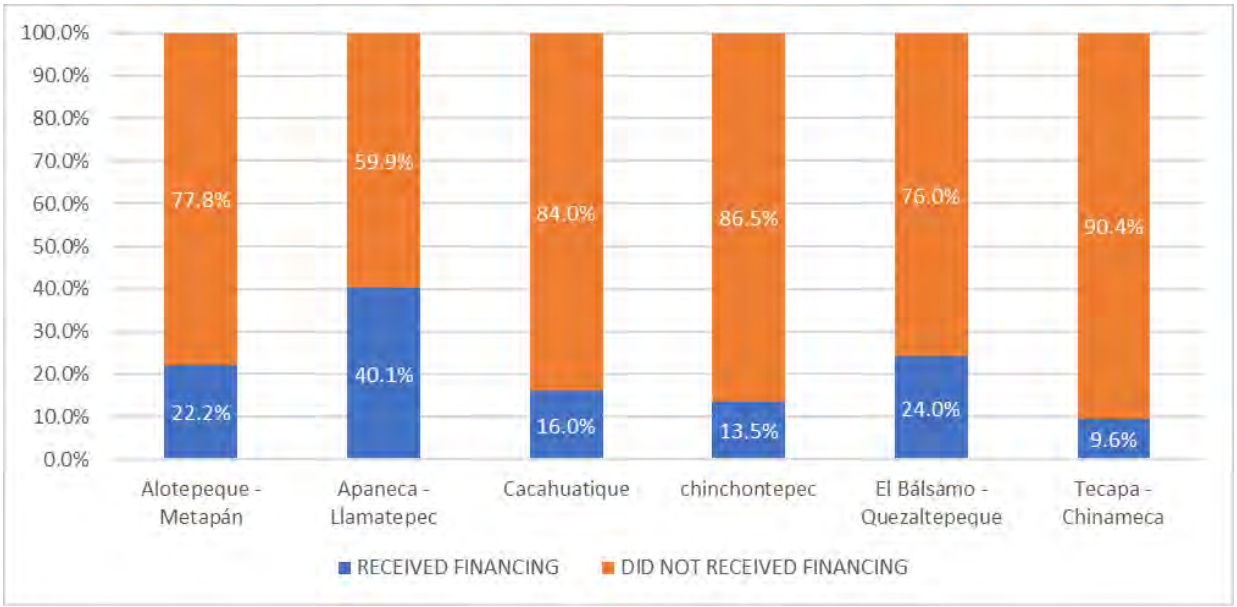
The average attainment of the indicators in this component is 69.9% of the foreseen goal (see Figure 4-1), and in general terms, it represents very modest results related to the proposed goals, within a context that traditionally has not been very favorable for the Salvadoran coffee sector.

The project has mainly worked these initiatives with officers from BANCO HIPOTECARIO and BANCO DE FOMENTO AGROPECUARIO, with whom cooperation agreements have been signed with the project, and two awareness events have been developed for operational officials of both banks. To date there is information specifying that 33 bank officers have participated in 3 events organized by the project. It is noteworthy that during the technical discussion on coffee to banks, 25 banking officials registered as participants; and 5 participants registered for the *Application of Sustainable Techniques and Technologies for Investment Plans to Finance on Coffee Cultivation* workshop that took place at Cooperative La Majada.

At the same time of, the awareness events with banking officials, the project organized twelve training sessions on financial planning, management, and financing applications addressed to administrative and/or financial personnel from cooperatives or producer organizations, an equivalent to 75% of the total goal planned for the project, underlining the participation of 159 people, an equivalent to 45% of the total programmed goal. This is important, considering that the project has only operated for 17 months during which it has consolidated the implementation of the activities that have allowed it to achieve in good measure what was programmed for 24 months.

These activities have had a moderate impact on the financial negotiation capacity of coffee growers benefited by the project. Figure 4-4 shows that among the surveyed population for this evaluation, most regions have limited access to bank financing, except the Apaneca-Ilamatepec region.

Figure 4-4: Access to financing to project beneficiaries (per region)



Source: Internally produced based on survey of coffee producers.

Based on the registered information from the project data management system:

- 2,487 male producers (71%) and 1,021 (29%) female producers have received financial services to negotiate a credit, totaling 3,508 individuals.
- Of the totals mentioned, the project registered 402 credits that have been granted, representing 11.4% of the total individuals who have applied. From this total, 320 male producers (80%) and 82 female producers (20%) have received financial services to negotiate a credit.[9]
- These amounts lead to the conclusion that a female producer has 60% probability of obtaining credit, compared to a credit negotiated by a male producer.
- Regarding the distribution of credits per geographic area, there is a marked concentration in the Apaneca-Ilamatepec (61%) region and the El Bálsamo-Quezaltepeque (37%) region, leaving only 8 credits approved in the other four regions served by the project (2%).
- The 402 approved credits total $1,682,612, of which over 94.5% correspond to harvest collateralized loans and 5.5% to planting credits. Of this total, only 22% have been granted to female producers.

The amounts described above, in terms of negotiated credit volume with the assistance of the project, are equivalent to a 44.6% of the originally foreseen goal (for female producers, this represents 41.0% of the foreseen goal in monetary terms). Regardless the above, when analyzing these indicators by the number of beneficiaries served by gender, during this mid-term evaluation, the goal of males benefitted is 82.9%, and females benefitted is 102.1%. This implies that credit amounts being managed, are in average of a minor size than originally foreseen, since these have concentrated in harvest collateralized loans and to a lesser proportion, in credits associated to new crops.

[9] *The project data management system does not allow the precise account of how many people accessed a financial service and could process a bank credit, and how many of said applications were approved and disbursed.*

The overall conclusion to be drawn from the analysis of this component is that the efforts and results obtained by the project, although positive and focused in the right direction, in a short time, have not been sufficient to open new opportunities to increase access to financing for the project beneficiaries, particularly in the case of producers located in the Tecapa-Chinameca, Cacahuatique, Chinchontepec and Alotepeque-Metapán mountain ranges. In these efforts, it is necessary to involve BANDESAL and its BANCA AGROPECUARIA Program.

d. In-kind grants: inputs.

The average attainment of indicators in this component is 42.8% of the foreseen goal, representing one of the two lowest averages of percentage progress among the nine project components. See Figure 4-1. Regardless of the above, this component is showing very interesting results within the logic of the project's legacy given to the Salvadoran coffee sector, which would be visible if only analyzing average attainment.

Basically, this component is associated with the in-kind grants budget for producers who participate in the project with technical assistance services in new techniques or technologies, introduced by the project as much for coffee production as well as for crops diversification that supplement the income for the producers who are being served by the project.

At the time of this mid-term evaluation, NCBA CLUSA has been able to deliver 83% of in-kind donations foreseen in the project (6,657 of 8,000) within a period equivalent to 55% of the life of the project. The above has logic, since it is expected that the greatest concentration of farm inputs be delivered during the first stages of the project to monitor throughout the five years of execution.

Nevertheless, it is interesting to highlight that 83% of in-kind donations delivered have only reached 52% of the foreseen investment in this component (budget of $1,400,000, of which by March 31, 2017, NCBA CLUSA reported $729,857.04). This is due to the strategy developed by the project, that concentrated efforts in the creation and strengthening of a nursery network that is producing the coffee seedlings to be delivered to the coffee producers as part of the renewal efforts of the Salvadoran coffee orchard.

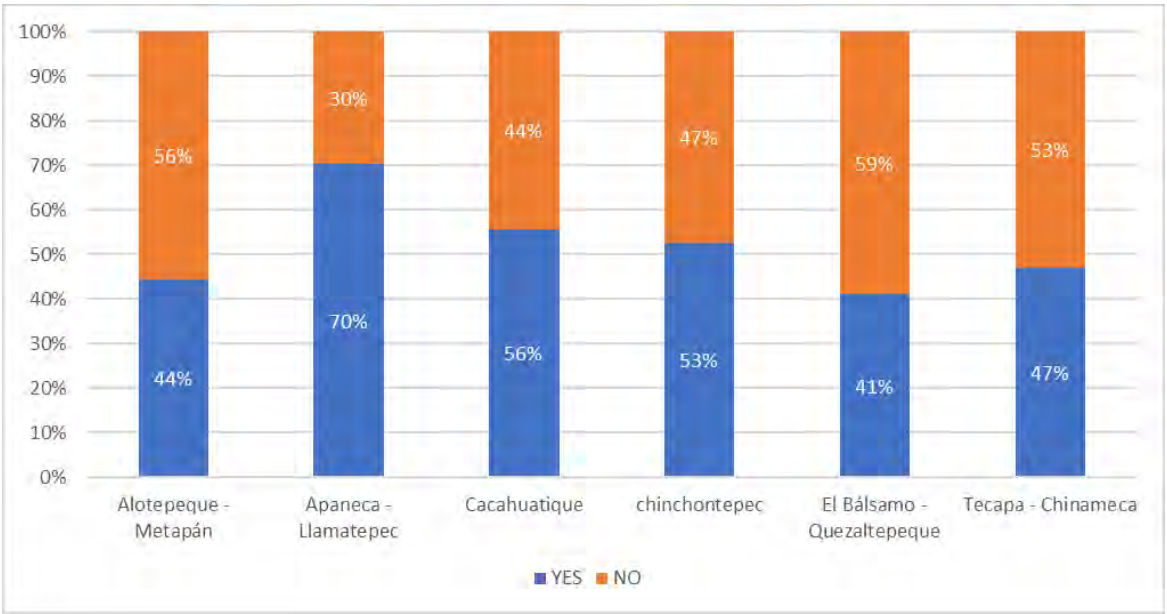
This effort has also been developed under the premise of an active co-investment activity with participating producers, in three stages:

- NCBA CLUSA delivers basic supplies to create a nursery network: certified coffee seed and inputs for the organic production of fertilizers and fungicides, for producers to contribute with labor, care, and bag filling for seedlings;
- Training producers, using the already described methodology of FFSs, and finally,
- The nurseries deliver the seedlings to the producers who were previously trained in the new organic production techniques, complementing the donation with inputs for organic fertilizers and fungicides, and in most the cases, deliver equipment to optimize planting and caring of the donated plants.

To do this, the 6,657 in-kind donations have been delivered to a total of 3,703 producers, selected because they already had coffee production processes compatible with the new technologies introduced by the project and/or accepted to participate by producing seedlings in nurseries.

This scheme has proven to be very efficient and practical, and has allowed the project to provide services to a total of 5,530 producers of both genders[10] through March 31, 2017, a joint total which includes the 3,703 previously described plus 1,827 producers that have only received technical assistance from the project and inputs from other programs of support to coffee production from CENTA-CAFÉ or other institutions. This joint total is equivalent to 73.7% of the total goal for the project (7,500) to the date of the present evaluation. In the surveys carried out, more than half of the producing population that participates in the project has stated that the project has trained them in the creation and operation of coffee nurseries, with this percentage growing to 70% in the Apaneca-Ilamatepec region (see Figure 4-5). In these matters, as shown in Table 4-5, the role of the NCBA CLUSA technical team is remarkable.

Figure 4-5: Project beneficiaries who declare they have been trained in coffee nurseries.



Source: Internally produced based on survey of coffee producers.

For this new operation to be successful, the project must work harder with bank authorities to ensure funding, given that these producers have underutilized or idle land that can be reactivated through this process.

Table 4-5: Entity that has trained on the establishment and management of coffee nurseries

REGION	CENTA-CAFE	MAG	SALVADORAN COFFEE GROWERS ASSOCIATION	PROCAFE	NCBA CLUSA	OTHER	TOTAL
Alotepeque-Metapán	22%	6%	2%	12%	**49%**	9%	100%
Apaneca-Ilamatepec	6%	0%	1%	3%	**77%**	13%	100%
Cacahuatique	12%	4%	1%	5%	**73%**	6%	100%
Chinchontepec	7%	0%	1%	3%	**80%**	9%	100%

[10] *Per the records of the project data management system, through June 30, 2017, 5,710 producers have benefited from the project (76.1% of the project's goal).*

El Balsamo - Quezaltepeque	15%	5%	1%	4%	**61%**	14%	100%
Tecapa - Chinameca	9%	0%	2%	3%	**81%**	5%	100%
General Total	**12%**	**3%**	**1%**	**5%**	**70%**	**9%**	**100%**

Source: Internally produced based on survey of coffee producers.

It is very relevant to point out that in the development of producers as coffee nursery managers there has been a very significant trend of female participation undertaking the tasks of nursery care and administration based on project resources.

This is a novel trend that should be systematized in greater detail by NCBA CLUSA, given that it can become a transcendental legacy of the project and an alternative of the promotion of female participation of coffee chain processes.

To the date of the present evaluation, progress in production areas worked under project concepts is growing positively in new plantations, showing an attainment of 61.4% of the foreseen goal. However, progress in the goal for continuous coffee is very low: 22.4% of the programmed goal, which requires the attention of NCBA CLUSA in the coming months to verify that those of previous years (2015-2016 and 2016-2017) become continuous to ensure progress in that indicator. This correlates with the progress in the number of producers associated to said lands, which is equivalent to 56% of the goal programmed for male producers and 42% for female producers.

However, the progress attained in the agricultural diversification process for producers served by the project is significantly lower in terms of hectares (34.4%) and producers involved, which is 11.8% for male producers with respect to the total programmed goal of the project and 8.4% for female producers.

These figures, based on the opinion of the producers polled as part of the present evaluation, are associated with the crops selected for agricultural diversification (beans and vegetables) that are not very compatible with most project beneficiaries' plots because they are above 800 MaSL.

e. Inputs: develop agro dealers and/or other input suppliers.

The average attainment of indicators in this component is 299.5% of the foreseen goal (equivalent to tripling the project's goal, which is the highest percentage progress of the nine project components, see Figure 4-1).

This very high average execution is associated with the production activities in nurseries and to the delivery of inputs for the preparation of organic fertilizers and fungicides for producers participating in the project. Table 4.6 shows the indicators with the higher execution levels to the date of the present evaluation.

Additionally, an activity that has achieved a high impact in the progress seen in this component and that additionally has benefited other strategic areas of the project is the carrying out of FIELD DAYS. Conceptually, field days are open activities that combine 2 strategic areas of the project, (i) the carrying out of demonstration exercises of technical exchanges and practical formation in new technologies, and (ii) facilitating the relationship among producers of agricultural inputs, especially in what relates to organic production with coffee producers.

This activity has proven to be an unprecedented fact in the history of Salvadoran coffee production and has served as an instrument to consolidate the advances of the project in the promotion of new techniques and technologies of organic production for coffee, as well as for other crops. Another very important side benefit

is that it has served as the main attraction of the project to obtain the strategic support of MAG and CENTA authorities.

Table 4-6: Indicators with greatest progress in Component 5

	Program Goal	Achieved through March 31	Progress
Number of private nurseries with extended production of rust resistant varieties	**30**	**48**	160.0%
Number of training sessions on coffee seedlings multiplication performed for nurseries' personnel, cooperatives, and farmers.	**6**	**50**	833.3%
Number of cooperatives and producer organizations, and nursery personnel trained in plants production.	**60**	**573**	955.0%
Training sessions on the production of organic pesticides and fertilizers for personnel of cooperatives and producer organizations and/or lead farmers.	**30**	**126**	420.0%

Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information, see Table 4-1b.

In total, during project execution and to the date of the present evaluation, the project has organized 217 field days, equivalent to 78% of the programmed goal. During those events and with the contacts generated, 106 links have been created between cooperatives, producer organizations and input suppliers (equivalent to 75.7% of the programmed goal). Per the records of the project data management system, all these activities have benefited a total of 12,735 persons (59% of the programmed goal).

f. Access to market: Facilitating buyer and seller relationships.

The average attainment of indicators in this component is 288.5% of the foreseen goal (equivalent to almost tripling project goals to the date of the present evaluation, the second highest percentage progress of the nine project components, see Figure 4-1).

To the date of the present evaluation, 18 business meetings have been held between buyers and sellers, an increase of 50% with respect to the programmed goals for the entire project. Through those meetings, the project data management system reports the creation of 268 links between sellers and buyers (which implies triple the goal originally programmed). Of those links, relationships have been established with 18 international buyers, for which through the direct intermediation of the project, 34 coffee samples have been sent. Currently, it is expected that orders will be placed for shipments of samples to the following potential international buyers:

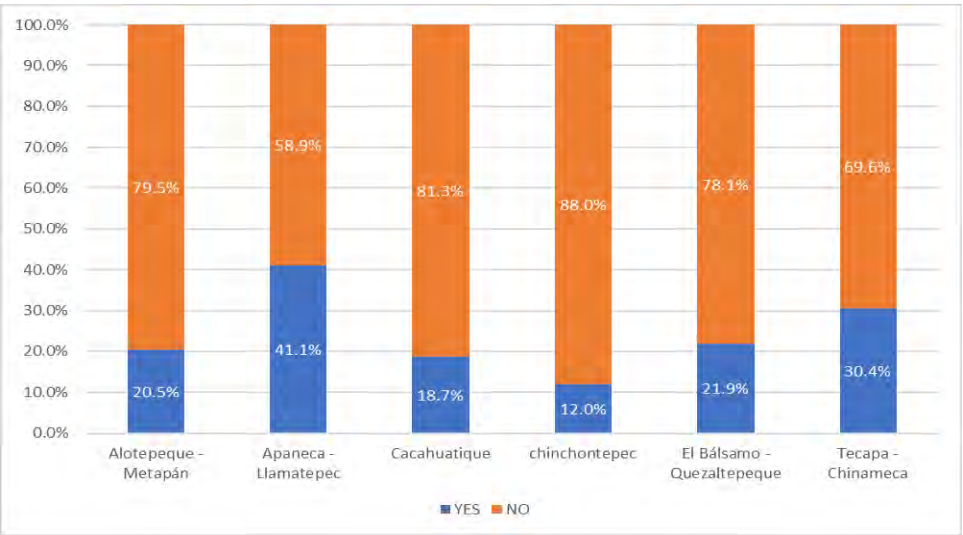
Pachamama Coffee Cooperative	***First Crop Coffee***	***CACIT***	***Pact coffee***	***Below Coffee***
Inter-American Coffee	***JBC Coffee***	***Tashiro Coffee Co. Ltd***	***Just Go Coffee***	***Novo Coffee***
Ético	***Café Café El Salvador***	***Wataru & Co. Ltd***	***UCC Ueshima Coffee Co. Ltd***	***MOMOS COFFEE***
	CAFETENANGO.	***Dutch Barista Coffee Company***	***ELBGOLD***	

The previous work has nominally benefited 1952 persons: (i) 760 from 19 organizations in 2016, and (ii) 1192 from 34 organizations in 2017. This is equivalent to 26% of the programmed goal for the entire project.

Despite the progress seen, a significant percentage of producers served by the project have not had the opportunity to participate in business round tables with potential buyers, however this is justified in the fact that the great majority of the producers do not have specialty coffee and that their inclusion is a progressive process.

Regarding the participation of cooperatives or producer associations, an average of 24.1% of the total producers are aware of their organization's participation in these events (see Figure 4-6a). In the cases where they have participated, 45% states that this opportunity was possible thanks to the efforts of NCBA CLUSA with the present project.

Figure 4-6a: Participation in business round tables per coffee producing region



Source: Internally produced based on survey of coffee producers.

Table 4-7: Organizing entity of business round tables per coffee producing region

REGION	COOPERATIVE AND PRODUCER ORGANIZATIONS	PROCAFE	CENTA-CAFE	SALVADORAN COFFEE GROWERS ASSOCIATION	NCBA CLUSA	OTHER	TOTAL
Alotepeque-Metapán	18%	5%	20%	8%	35%	15%	100%
Apaneca-llamatepec	49%	1%	4%	1%	32%	13%	100%
Cacahuatique	11%	3%	8%	6%	57%	15%	100%
Chinchontepec	32%	0%	18%	0%	46%	4%	100%
El Bálsamo - Quezaltepeque	9%	4%	9%	9%	51%	18%	100%
Tecapa - Chinameca	8%	0%	11%	26%	55%	0%	100%

REGION	COOPERATIVE AND PRODUCER ORGANIZATIONS	PROCAFE	CENTA-CAFE	SALVADORAN COFFEE GROWERS ASSOCIATION	NCBA CLUSA	OTHER	TOTAL
General Total	23%	2%	10%	7%	45%	12%	100%

Source: Internally produced based on survey of coffee producers.

With all the previous efforts, it has been possible to this date to establish at least seven contracts of international sales of specialty coffees, with prospects of creating permanent sales relationships with international clients (see Figure 4-6b for some examples of such contracts).

Based on the previous figures, the project must make a more comprehensive effort to promote commercial relationships between the coffee producers of the project and international buyers, taking advantage of the positioning of NCBA CLUSA with international buyers, especially in the United States.

g. Market Access: Facilitate Private and/or Public Partnerships.

The average attainment of indicators in this component is 42.7% of the foreseen goals, one of the two lowest percentages of the nine project components, see Figure 4-1.

The activities carried out in this component have been associated with the joint investment processes that have been supported by the General Directorate for Rural Development of the Ministry of Agriculture and Livestock DGDR-MAG and in association with national financial entities[11].

At the date of this evaluation, seven joint investments have been made, taking advantage of a joint investment funds managed by DGDR-MAG with IFAD funding[12]. In later dates after the closing of this evaluation, four additional joint investment projects were signed (for a total of 11). NCBA CLUSA and the project have made efforts to include part of their producers in these funds, placing matching funds in the projects considered within the business plan. This achievement of the project allows this issue to be considered a priority with MAG and with other entities that support the national coffee industry.

[11] *As previously mentioned, efforts have been focused on public financial institutions: the participation of BANCO DE FOMENTO AGROPECUARIO and of BANCO HIPOTECARIO has been achieved (equivalent to 67% of the foreseen goal of bank entities participating in the project).*

[12] *The International Fund for Agricultural Development (IFAD) is a specialized agency of the United Nations whose objective is to provide funding and mobilize additional resources to promote the economic progress of residents of rural zones, mainly by improving agricultural productivity. It was established as an international financial institution in December of 1977 as one of the main results of the world conference on food of 1974 and as a response to the drought and famine that affected Africa and Asia in preceding years.*

Figure 4-6b: Examples of international contracts from coffee sales sponsored by the project

In the survey carried out for the purposes of the present evaluation, an average of 8 of every 10 producers is not familiar with this component, with very little variations among the six regions served by the project (see Figure 4-7). This is a component that deserves greater promotion from the project in alliance with DGDR-MAG.

This component also considers the indicators of sales made by producers served by the project, including the following:

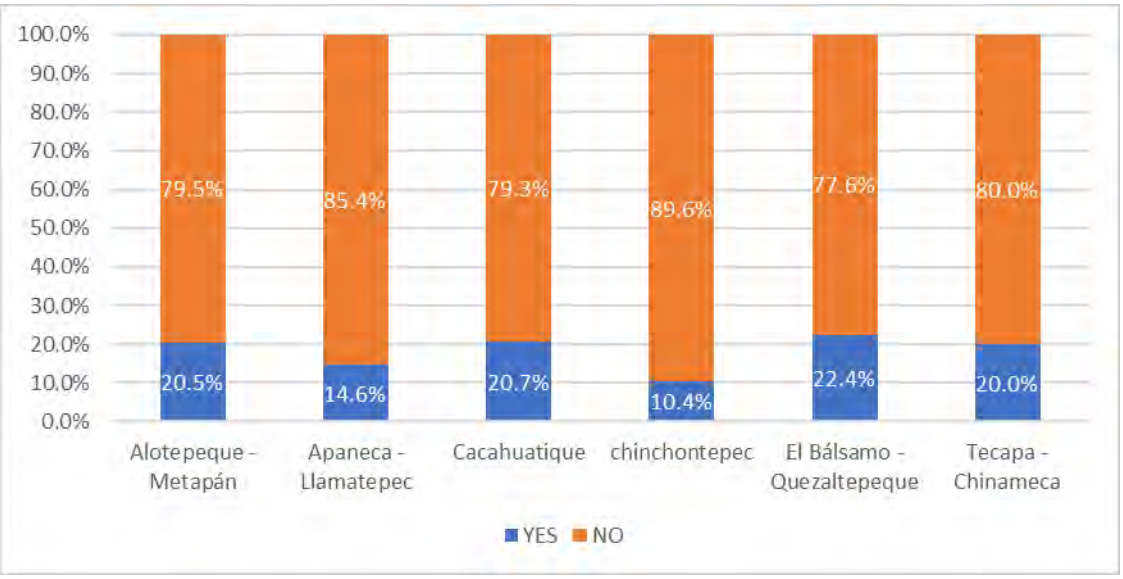
- Value of sales by project beneficiaries (coffee): The goal of the project is US$ 51,150,960 and at the date of this evaluation, per the project data management system, total coffee sales are US$ 20,772,930. This value reflects sales of 2016 for US$ 4,302,164 and sales of 2017 for US$ 16,470,765.

- In terms of volume, the total goal of the project was established at 12,800 metric tons. Per the project monitoring system, total cumulative sales to date are of 5,817 metric tons (45.4% of the project's global goal) of which 1,128 metric tons correspond to the 2015-2016 harvest and 4,689 metric tons to the 2016-2017 harvest.

- The volume of complementary products, resulting from productive diversification efforts sold by project beneficiaries, has as the project's global goal of 2,000.00 metric tons. Per the project data management system, the total sales of diversified products are equivalent to 303.256 metric tons, or 15.2% of the global goal programmed for the project. In monetary terms, the value of these sales is of $262,871.30, equivalent to 11.7% of the project's global goal.

- Combining coffee, vegetables and beans sales, there is an accumulated total of US$ 21,253,986, equivalent to 39.8% of the project's programmed goal.

Figure 4-7: Knowledge of PPP among surveyed producers, per region.



Source: Internally produced based on survey of coffee producers.

The above figures reaffirm the fact that the project must make a more intense and comprehensive effort to work the issues of coffee positioning and commercialization in international markets, without forgetting about the importance of the national domestic market at the same time. Special advantage must be taken of the

growth that has been observed in recent years in detail sales of gourmet coffee in El Salvador. In diversification matters, as previously mentioned, there must be an evaluation of the results obtained with diversified crops based on beans and vegetables.

It must not be forgotten that one of the advantages implied by the practice of organic agriculture is the access to markets that can grant better prices than traditional ones, which compensates to some extent any reductions in terms of productivity. This advantage has seen little development by our country in the local market; however, the experience of NCBA CLUSA in international markets and their search for the benefit of producers will favor this type of production and will be a great contribution for the project.

h. Training: Improved Marketing and Branding.

This is perhaps one of the most sensitive issues within the producer population served by the project, given that most of them recognize that they have little experience and knowledge in these matters, as shown in Table 4-8.

A series of capacity building activities have been developed in this component of the project, for which the average attainment of the indicators, per the project data management system, reaches 123.9% of the foreseen goal (see Figure 4-1). In these matters, it also relates to the management of convoking events associated with this component: although 23 training events have been held in marketing techniques (an increase of 44% with respect to the originally programmed goal), attendance was only 467 cooperatives and producer organization representatives that were trained in marketing techniques (77.8% of the foreseen goal).

Despite the previously described efforts, the activities developed in this component have had a very modest impact on the marketing subjects within the coffee production sector. During the survey carried out with producers participating in the project, it could be seen that:

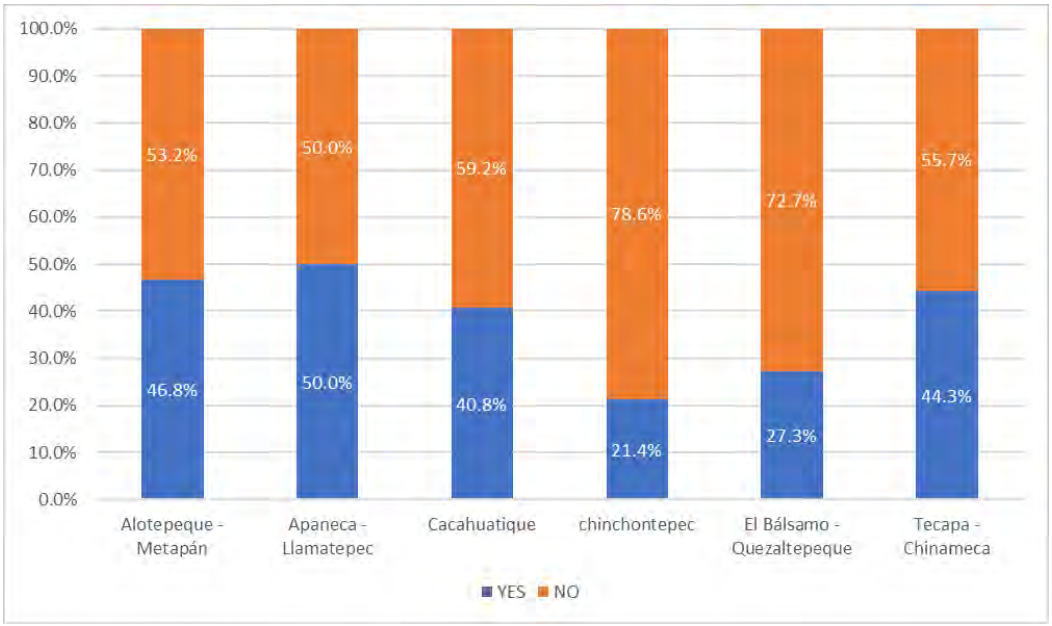
- Less than half of the producers surveyed report knowing about quality and prices, two key topics for promoting business with international coffee buyers (see Table 4-8a)
- One in five producers knows about mechanisms and channels of access to international coffee markets (see Table 4-8a)
- Less than half of the beneficiary producers claim to have knowledge about international coffee buyers (see Figure 4-8a)
- As a direct consequence of this, the Apaneca-Ilamatepec region has been able to establish more commercial relations and exports (see Figure 4-8b).

Table 4-8a: Knowledge on key subjects on Coffee Commercialization

REGION	QUALITY	PRICE	MARKET CHANNELS	NONE OF THE ABOVE	TOTAL
Alotepeque-Metapán	40%	37%	9%	14%	100%
Apaneca- Ilamatepec	38%	39%	13%	10%	100%
Cacahuatique	37%	34%	7%	22%	100%
Chinchontepec	29%	31%	7%	33%	100%
El Bálsamo -Quezaltepeque	31%	32%	12%	25%	100%
Tecapa - Chinameca	36%	42%	3%	19%	100%
General Total	**35%**	**36%**	**9%**	**20%**	**100%**

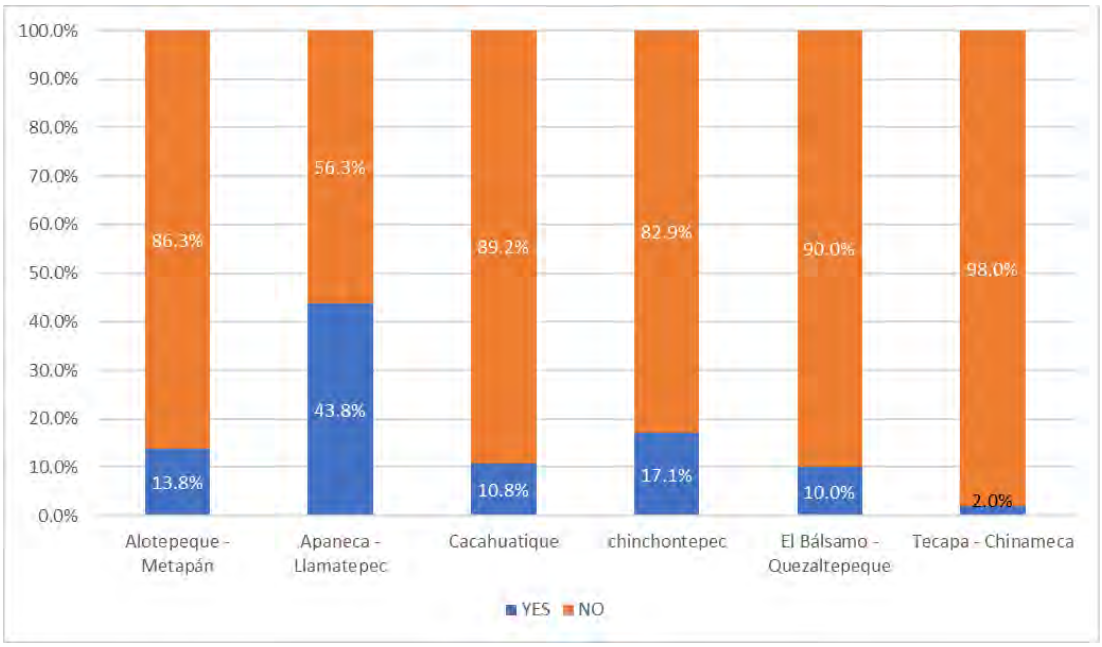
Source: Internally produced based on survey of coffee producers.

Figure 4-8a: Knowledge of international coffee buyers in regions that the project serves



Source: Internally produced based on survey of coffee producers.

Figure 4-8b: Commercial agreements with international coffee buyers.



Source: Internally produced based on survey of coffee producers.

The approach to commercialization by linking producers with buyers through capacity building mechanisms, business round tables, meetings, etc. must translate into sales in an effective manner, as previously described. Based on the limited knowledge of project beneficiaries, it will require the support of technicians to facilitate these negotiations. For the time being, there is evidence that a series of coffee samples have been sent to potential buyers with the support of the project's technicians, but there are factors such as delivery logistics for coffee lots that could be sold that sellers still have not faced.

i. Training: improved agricultural production techniques.

Figure 4-9 shows that 95% of the training provided by the project has been focused on the improvement of agricultural production and in a specific way, and 5% on cooperative management issues. Among the trainings conducted are the training about "agricultural production sector" and "food security", which corresponds to 74% of the total of events and in which a total of 12,935 people have benefited directly.

For the development of these training activities, the project has made an important contribution in the elaboration of educational booklets that are developed within the FFSs. The topics covered include those related to organic agriculture, bean cultivation and some vegetables, the management of some diseases with organic products in beans and coffee. Marketing aspects are also addressed in terms of specialty coffees and marketing techniques; knowledge extends to financial, organizational and accountability aspects. Table 4-9 shows a detail of the educational booklets prepared by the project (see also Figure 4-10).

Figure 4-9: NCBA CLUSA Trainings Distribution

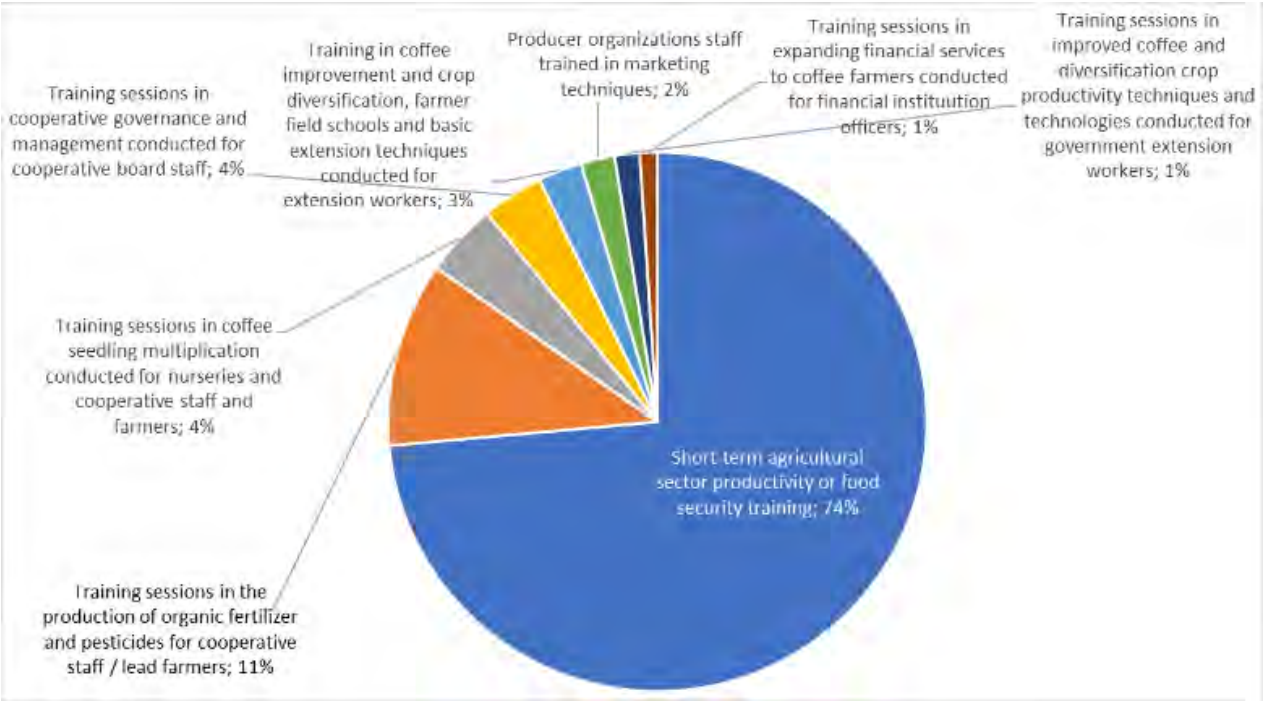


Table 4-9: Educational booklets developed by the project.

Title	Description
Soil health	The importance of 3M
Principles of Organic Agriculture	Fundamental Definitions
Fermented Grass	Materials and procedures
Organic Insecticides	Insecticide and M5 repellent, insecticide APICHI, Floripundia nematicide
Fungicides	Bordeaux broth, silica sulphocalcium broth
Mountain Micro-organism	Reproduction activation of MM, Bocashi
Liquid mountain microorganisms	Functions, reproduction and activation
Solid microorganisms	Materials, procedure and use
Organic fertilizers type Bocashi	Materials, procedure and use
The use of Trichoderma	Benefits, uses and doses
Biofertilizers	Definition, procedure and uses
Biofertilizers and controllers	Based on chichicaste, based on phototrophic microorganisms, insect and disease controllers, insecticide and M5 repellent, APICHI insecticide, floripundia nematicide, mineral broth
Organic production of seedlings and nurseries	Procedure, nutrition, control weeds, pests and diseases
Protocol for the development of nurseries and nurseries	Definition, procedure and costs
Substrates	For plantings of vegetables and coffee
Cultivation of green pepper	Procedure, pests and diseases, harvest
Production and marketing of squash	Production, pests, diseases, harvesting, commercialization, marketing and costs
Management of foliar diseases of the bean crop	Description and control

Title	Description
Mychorriza in bean production	Benefits and Usage Procedure
Food and nutritional security	Definitions, nutrients, healthy eating, associate coffee beans, partnership with vegetables
Coffee rust	General aspects, disease severity estimates, management techniques, organic controllers
Reactivation of one hectare of land for sowing coffee plantations	Materials, procedure and benefits
Good post-harvest and post-harvest practices for specialty coffees	Definitions, recommendations and post-harvest management
Marketing Techniques	Definitions, techniques, certifications,
Accountability	Definition and procedure
Basic, intermediate and advanced financial education	Information on financial markets, financial education and community savings groups

The average attainment in the indicators for this component is 91.8% of the foreseen goal (see Figure 4-1). In this last component of the project, the best results are in the total number of new individuals directly benefited by the project (291.1%) and the number of training sessions in improved techniques and technologies (278.87%). In both cases, results are almost tripled with respect to the foreseen goal.

Regarding the indicator "Total number of individuals directly benefiting as a result of USDA assistance", disaggregated by males and females, at the date of this midterm evaluation, the cumulative attainment was 75.9% and 68.7% respectively.

This is followed by the number of new individuals that have received short-term training in the subject of “agricultural productive sector” or “food security” (95.0%). However, the disaggregation by gender is between 48% male and 54% female. The indicator regarding of the number of FFSs established (93.8%) reflects good results towards this goal.

Above 70% is the number of individuals benefiting indirectly as a result of the assistance from the USDA (73.7%) and the number of radio programs transmitted on coffee rust mitigation practices with the assistance of USDA (72.7%)

The results with respect to employment generation are lower for males (24.9%) in contrast to a progress of 68.3% for female beneficiaries. Activities that have contributed to improving employment are related to nurseries, the production of organic inputs and the maintenance of active areas of coffee plantations.

Figure 4-10: Educational training materials published by the project.

6. ANALYSIS CRITERIA: SUSTAINABILITY

An analysis is performed in this section of the probability that the beneficiaries from the project's interventions continue beyond the implementation period with the maintenance and management of what has been implemented and even initiating new interventions.

The project is focusing on the strengthening of the capacities of government and civil society entities to develop a practical model of strategic attention for the reactivation and strengthening of coffee production at the national scale, and to build a solid coordination structure at the territorial level that facilitates the implementation of that agenda at the local scale, with a broad basis of producers.

a. Sustainability of actions in the national environment

In the opinion of the evaluator, the design of the project correctly identified support institutions for the achievement and development of the priorities of the coffee industry at the national and local level. The project based its activities on solid and sustainable organizations.

This project has contributed to the strengthening of national coffee industry institutions and has transferred a range of innovative technologies and good practices in essential matters that provide sustainability to the national coffee agenda, particularly in productive diversification, timely accompaniment with technical assistance, training events and formation processes in the first links of the coffee value chain (see Figure 2-1, previously illustrated in last chapter). However, strengthening is still required for the project's training agenda in the matters of marketing, promotion of commercial links and exports.

The previous chapter provided details on important success stories and complementary results attributed to the project's execution. These examples illustrate how the project has contributed to the results reached by the national institutions that ensure producers are more sustainable. However, sustainability depends not only on the strengthening of institutions, but also on the use attributed to the designed instruments and to the obtained results. If these are not applied and/or used by beneficiaries, it will not be possible to achieve their sustainability. Greater sustainability of this application can be achieved if, in effect, low cost agriculture improves the profit margins. Above all else, producers are interested in more money in their pockets.

The other aspect of sustainability is linked to the political and economic will of the authorities to provide continuity to activities that improve structures or knowledge to continue with the obtained results. In this issue, the project must increase its activities to consolidate its relationship with government authorities associated with the coffee production sector, to establish mechanisms that ensure the allocation of financial and technical resources for continuity, both in the national budget and in activities with international cooperation.

In this area, it is essential to promote the transfer of knowledge, instruments and documentation generated by the project to public and private institutions that serve the national coffee industry that favors continuity of the project's initiated actions, particularly with CENTA-CAFÉ, given that they channel the requirements for programming resources and actions to support coffee growers, in coordination with the Salvadoran Coffee Council.

In this issue, it is also advisable to seek closer ties with public and private entities that support the coffee marketing and exporting efforts, such as PROESA and the Ministry of Foreign Affairs (on the public side) and business associations. In this area, the project can also bring producers closer to the owners of gourmet coffee chains that are growing significantly in the domestic market.

From the national institutional perspective, the sustainability of the project's legacy is strongly associated with the effectiveness of the transfer of instruments and products, good practices and lessons learned to the governmental authorities and civil society carried out by the project's technical team.

Also important is an extensive evaluation of the results obtained with the processes of training, and exchanges of experiences. This is an important task that should begin as soon as possible.

At the national level, it is crucial that the project's technical team initiate the necessary work to begin to systematize the legacy of the project and continue to encourage the involvement of civil society and academia to participate in some of these processes: All to strengthen the capacity to follow up and sustain the legacy of the project, as well as to promote synergies, articulation of efforts and complementarities under a reinforced modality of collaborative work in the public sector and the Salvadoran private sector. It is important to approach the National School of Agriculture, as the leading national institution in the training of agronomists who can become the replicators of the Low-Cost Production System promoted by NCBA CLUSA with this project.

In this regards, the evaluator was able to visualize that the coffee related institutions have the capacity to incorporate the new production technologies introduced by the project and to continue perfecting the project's model, to incorporate other key actors of the Salvadoran coffee industry, and have room for improvement with inter-agency coordination between government and civil society beneficiaries.

b. Sustainability of actions in the local environment

At the local level, the sustainability of actions in the six regions intervened by the project is based on continuing the work with CENTA-CAFE, for which the project leaves an important legacy of instruments, strategic equipment and capacity-building processes, among which are the technical and educational booklets on organic agricultural and coffee commercialization. The combination of all the elements previously described and the connectivity of local governance structures with national strategic levels described in the previous paragraph can guarantee the continuity of the project's actions. However, this issue must be constantly monitored and dealt with by NCBA CLUSA.

It is important to note that during the working sessions with the CENTA-CAFÉ technical team, it was emphasized that in the central, paracentral and eastern regions, they consider that the project will not be sustainable through organic agriculture because this type of agriculture requires long-term cultural changes (which exceed the execution time for the present project), of which NCBA CLUSA has provided an important and valuable step in the right direction, but in the future it will need to be continued by national government.

The Salvadoran coffee producer has traditionally developed its crops through the intensive use of chemical fertilizers and pesticides. The investigations and recommendations of the official extension agent have oriented the producers for many years to the use of these products; However, in practical terms, producers are aware of the effectiveness of their use, understand the risks to human health and the imbalance of the soil, so it is the safest bet to achieve as much production in the short term as possible. Awareness of environmental issues is being introduced gradually in the productive sector with educational processes that may even require a generational step.

c. Public-private partnerships

At the date of the present evaluation, the only public-private partnerships registered are those accomplished for project beneficiaries under the alliance between NCBA CLUSA and the General Directorate for Rural Development –DGDR-MAG. Table 5-1 shows the data related to this joint effort in the mode of public-private partnership, detailing the NCBA CLUSA matching funds.

From the beginning of the project until June 2017, a total of 11 Public and Private Partnerships, which has translated in 11 co-investment projects for a total amount of US $499,004.98 contributed by DGDR-MAG and matching funds for US $22,885.83 from the Project (as previously mentioned, at the closing of the mid-term evaluation – March 31, 2017 – Seven PPP had been signed).

In terms of the number of public-private partnership, the goal originally programmed for the entire project (7) has been exceeded. In terms of amounts, this joint investment corresponds to 28.5% of the goal foreseen for the entire Project. Despite the progress shown, this is a subject that is still pretty much unknown and taken advantage of by the producers of the project.

The General Directorate for Rural Development – MAG in its intervention strategy in the agricultural sector works with legally constituted producer groups. On its part, NCBA CLUSA seeks the grouping of beneficiaries and the development of PPP that generate more value to their interventions. Both coincide in the need of making productive investments within the coffee value chain, especially at the post-harvest processing stages.

The projects under the General Directorate for Rural Development (AMANECER RURAL and PRODEMOR CENTRAL) manage a joint investment fund with the beneficiary organizations in a process of organizational strengthening, technical assistance and formulation of business plans that allow them to qualify for these funds.

The project has made efforts to include part of its beneficiaries in these funds, contributing with matching within the business budget of those PPP. Table 5-1 shows the date related to this joint effort in the mode of public-private partnership, detailing the matching funds of NCBA CLUSA.

It is a total of 11 projects for a total amount of US $499,004.98 and matching funds of US $22,885.83. All projects are directly related to coffee milling, an important part of the chain that can develop other aspects related to commercialization for the producers/millers of the project in the respective influence zone.

In the opinion ofthe DGDR-MAG Director, *"the relationship has achieved a coordination synergy, allowing achievements such as a more efficient production, technological innovation and progress in the marketing techniques of producers. He recommends for the project, a greater integration of efforts at the national level and the consideration of producers located below 800 MaSL that also require support in their coffee plantations. It is important to hire specialists in the coffee milling phases that can maximize the investments made in the different projects or in new ones that can be made. Besides, he considers that it is a very relevant project in response to the needs of coffee producers; however, its period is too short to achieve results in coffee productivity".*

Table 5-1: Investment in NCBA CLUSA-RURAL DEVELOPMENT MAG partnership projects

Project Name	Beneficiaries			Co-investment/NCBA CLUSA	Amount Approved		
	M	F	Total		Investment	Technical Assistance	Total
FY 2015							
Expansion of the coffee plantation drying courtyard and warehouse of supplies ***Cooperativa Las Tablas de R.L.***	23	20	43	9,723.51	43,757.90	4,600.00	48,357.90
Implementation of ecological coffee mill to increase competitiveness of ***ACALEM de R.L.***	45	19	64	8,615.00	45,000.00	6,350.00	51,350.00
FY 2016							
Organic Coffee mill and green coffee marketing ***Cooperativa El Refugio de R.L.***	15	30	45	$3,729.00	$36,500.00	$3,500.00	$40,000.00
Improved coffee milling process and roasted coffee packaging ***Cooperative San Carlos Dos de R.L.***	98	22	120	N/D	44,972.08	4,600.00	49,572.08
Establishment of ecological wet mill to strengthen coffee post-harvest processing ***Asociacion Agropecuaria de Productores de Cafes Especiales de R.L.***	16	11	27	3,000.00	45,000.00	7,000.00	52,000.00
Establishment of ecological wet mill to strengthen coffee post-harvest processing ***ACACPAS de R.L. San Pedro Puxtla***	17	3	20	2,632.76	45,000.00	7,000.00	52,000.00
Improvement coffee mill to increase demand of Fair Trade offer and reduce the environmental impact thru the adoption of ecological technology ***Cooperativa Los Pinos de R.L.***	79	19	98	N/D	45,000.00	0	45,000.00
Establishment of ecological wet mill to strengthen coffee post-harvest processing, improve competitiveness for Cooperative ***Santa Adela de R.L.***	80	10	90	8,000.00	43,375.00	4,800.00	48,175.00
FY 2017							
Establishment of ecological wet mill to strengthen coffee post-harvest processing ***Cooperativa Altos del Volcan de R.L.***	12	5	17	$3,048.50	$30,000.00	$5,300.00	$35,300.00
Implementation of ecological coffee mill and management of process byproducts ***Cooperativa San Antonio de R.L.***	52	5	57	$2,000.00	$25,000.00	$2,500.00	$27,500.00
				22,885.83	448,604.98	50,400.00	499,004.98

Source: DDR-MAG, information rendered during programmed interview for this evaluation

7. PROGRESSS IN SCOPE OF PROJECT RESULTS

Besides the matrix of program follow-up by component analyzed in Chapter 4 of the present report, the Project has established a Result Management Matrix, which is basically the result of carrying out integrations, operations or combinations with the 78 indicators previously illustrated in Table 4-1.

The consultant team has developed an update of the current progress of indicators as they were defined in the conceptual design of the project and are integrated in Table 6-1. With regards to the explanations or comments of the evaluation team, please refer to the analyses of Chapter 4.

Table 7-1: Progress on results indicators

Results indicator	Baseline	Goal	Measure Mid-Term	% Progress
Result 12: Increased Agricultural Productivity				
12.1 Volume of coffee harvested per hectare (average yields for coffee) (kg/ha) as a result of USDA assistance (custom)	0	**158**	**462.9**	**293.0%**
12.2 Number of hectares under crop diversification as a result of USDA assistance (custom)	0	**2000**	**687.3**	**34.4%**
12.3 Total number of individuals benefiting directly as a result of USDA assistance (male) (standard FFPr) (FFPr Indicator 17)	0	**5250**	**3984**	**75.9%**
12.4 Total number of individuals benefiting indirectly as a result of USDA assistance (standard FFPr) (FFPr Indicator 18)	0	**37500**	**27650**	**73.7%**
12.5 Volume of commodities (metric tons) sold by project beneficiaries (coffee) (FFPr Indicator 14)	0	**12800**	**5817**	**45.4%**
12.6 Total number of individuals benefiting directly as a result of USDA assistance (female) (standard FFPr) (FFPr Indicator 17)	0	**2250**	**1546**	**68.7%**
12.7 Total number of individuals benefiting directly as a result of USDA assistance (new) (standard FFPr) (FFPr Indicator 17)	0	**1900**	**5530**	**291.1%**
12.8 Total number of individuals benefiting directly as a result of USDA assistance (continuing) (standard FFPr) (FFPr Indicator 17)	0	**5600**	**2399**	**42.8%**
12.9 Number of individuals who have received short term agricultural sector productivity or food security training as a result of USDA assistance (male) (FFPr Indicator 16)	0	**5250**	**2819**	**53.7%**
12.10 Number of individuals who have received short term agricultural sector productivity or food security training as a result of USDA assistance (female) (FFPr Indicator 16)	0	**2250**	**4101**	**182.3%**
12.11 Number of individuals who have received short term agricultural sector productivity or food security training as a result of USDA assistance (new) (FFPr Indicator 16)	0	**3375**	**3206**	**95.0%**
12.12 Number of individuals who have received short term agricultural sector productivity or food security training as a result of USDA assistance (continuing) (FFPr Indicator 16)	0	**4125**	**1435**	**34.8%**
Result 7: Increased Capacity of Government Institutions				
7.1 Number of targeted producers benefiting from improved extension services provided by the government extension agent (custom)	0	**5000**	**890**	**17.8%**
Result 6: Improved Capacity of Key Groups in the Agriculture Production Sector (Coops and Small Shareholder Farmers)				
6.1 Number of cooperatives/producer organizations with certified extension officers/agents as a result of USDA assistance (FFPr illustrative)	0	**50**	**91**	**182.0%**
6.2 Number of producers benefiting from improved producer organization extension and other services as a result of USDA assistance (custom)	0	**7500**	**2572**	**34.3%**
Result 11: Increased Use of Improved Agricultural Techniques and Technologies				
11.1 Number of hectares under improved techniques or technologies as a result of USDA assistance (coffee) (new) (FFPr and FtF) (FFPr Indicator 1)	0	**15000**	**9209**	**61.4%**
11.2 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (male) (FFPr and FtF) (FFPr Indicator 2)	0	**5250**	**2941**	**56.0%**

11.3 Number of hectares under improved techniques or technologies as a result of USDA assistance (diversified crops) (new) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 1)	0	**2000**	**687.3**	**34.4%**
11.4 Number of hectares under improved techniques or technologies as a result of USDA assistance (diversified crops) (continuing) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 1)	0	**30000**	**0**	**0.0%**
11.5 Areas under crop diversification (Ha) as a result of USDA assistance (custom)	0	**2000**	**687.3**	**34.4%**
11.6 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (female) (FFPr and FtF) FFPr Indicator 2)	0	**2250**	**938**	**41.7%**
11.7 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (new) (FFPr and FtF) (FFPr Indicator 2)	0	**3000**	**2518**	**83.9%**
11.8 Number of private enterprises, producers' organizations, water user association, women's groups and community based organizations (CBOs) that applied improved techniques and technologies as a result of USDA assistance (new) (FFPr and FtF) (FFPr Indicator 7)	0	**15**	**120**	**800.0%**
11.9 Number on hectares under improved techniques or technologies as a result of USDA assistance (coffee) (continuing) (FFPr and FtF) (FFPr Indicator 1)	0	**15000**	**9209**	**61.4%**
11.10 Number of private enterprises, producers' organizations, water user association, women's groups, and community based organizations (CBOs) that applied improved techniques and technologies as a result of USDA assistance (continuing) (FFPr and FtF) (FFPr Indicator 7)	0	**35**	**127**	**362.9%**
11.11 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (continuing) (FFPr and FtF) (FFPr Indicator 2)	0	**4500**	**2499**	**55.5%**
11.12 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (new) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 2)	0	**1800**	**486**	**27.0%**
11.13 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (continuing) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 2)	0	**2700**	**0**	**0.0%**
Result 5: Increased Availability of Improved Inputs				
5.1 Number of specific improved inputs (improved coffee varieties, organic fertilizers and pesticides, other seeds and inputs) available to producers in target region as a result of USDA assistance (FFPr illustrative)	0	10	10	100.0%
5.2 Number of input suppliers actively selling high quality inputs to producers by the end of the program (custom)	0	10	10	100.0%
Result 4: Increased Use of Financial Services				
4.1 Percent increase in the number of agricultural and rural loans provided to target beneficiaries as a result of USDA assistance (custom)	0	**50.00%**	**80.26%**	**160.5%**
4.2 Number of financial institutions expanding services to target beneficiaries as a result of USDA assistance (custom)	0	**3**	**2**	**66.7%**
4.3 Number of individuals receiving financial services as a result of USDA assistance (male) (FFPr Indicator 4)	0	**3000**	**2487**	**82.9%**
4.4 Number of individuals receiving financial services as a result of USDA assistance (female) (FFPr Indicator 4)	0	**1000**	**1021**	**102.1%**
4.5 Number of loans disbursed as a result of USDA assistance (FFPr Indicator 5)	0	**1775**	**402**	**22.6%**
4.6 Value of loans provided as a result of USDA assistance (male) FFPr Indicator 6)	0	**$3,069,594**	**$312,292**	**10.2%**
Value of loans provided as a result of USDA assistance (female) FFPr Indicator 6)	0	**$861,690**	**$1,370,320**	**159.0%**
Result 10: Increased Knowledge of Farmers of Improved Agricultural Techniques and Technologies				
10.1 Percentage of producers demonstrating a threshold level of proficiency in targeted new harvesting techniques (custom)	0	**80.00%**	**60.06%**	**75.1%**
Result 9: Expanded Trade of Agricultural Products (Domestic, Regional, and International)				
9.1 Value of sales by project beneficiaries (diversified crops) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 13)	0	**$7,200,000.00**	**$498,329.00**	**6.9%**
9.2 Number of jobs attributed to USDA assistance (male) (FFPr Indicator 15)	0	**17436**	**4342**	**24.9%**
9.3 Number of jobs attributed to USDA assistance (female) (FFPr Indicator 15)	0	**7400**	**1263**	**17.1%**
9.4 Value of sales by project beneficiaries (coffee) (FFPr Indicator 13)	0	**$51,150,960**	**$20,772,930**	**40.6%**

9.5 Volume of commodities (metric tons) sold by project beneficiaries (diversified crops) (diversification will be at farmers' discretion; targets will be revised after baseline) (FFPr Indicator 14)	0	**2000**	**303.256**	**15.2%**
9.6 Volume of commodities (metric tons) sold by project beneficiaries (coffee) (FFPr Indicator 14)	0	**12800**	**5817**	**45.4%**
Result 3: Increase Leverage of Private-Sector Resources				
3.1 Number of private institutions that are providing monetary of in-kind resources in support of trade expansion of program targeted crops as a result of USDA assistance (FFPr illustrative)	0	20	7	**35.0%**
3.2 Number of public-private partnerships formed as a result of USDA assistance (FFPr Indicator 8)	0	**4**	**7**	**175.0%**
3.3 Value of new public and private sector investment leveraged as a result of USDA assistance (public) (FFPr Indicator 9)	0	**$1,750,000**	**$499,004**	**28.5%**
3.4 Value of new public and private sector investment leveraged as a result of USDA assistance (private) (FFPr Indicator 9)	0	**$1,750,000**	**$299,149**	**17.1%**
Result 2: Improve Marketing of Agricultural Products				
2.1 Percentage of targeted cooperatives demonstrating improved understanding of market needs, quality, pricing, transportation / logistics, promotional efforts and using it in their marketing efforts (custom)	0	**80.00%**	**63.30%**	**79.1%**
Result 8: Increased Access to Markets to Sell Agricultural Products				
8.1 Number of distinct markets to which selected agricultural products are exported as a result of USDA assistance (coffee) (FFPr illustrative)	0	**5**	**9**	**180.0%**
Result 1: Improved Linkages Between Buyers and Sellers				
1.1 Number of agreements signed (contracts, MOUs, etc.) between buyers and sellers as a result of USDA assistance (FFPr illustrative)	0	**20**	**7**	**35%**

8. CONCLUSIONS

The program is highly relevant in its objectives and responds to the evident needs to strengthen Salvadoran coffee production, from the producers to the institutional structure that serves the sector. The project slowly started earning the trust of MAG and CENTA through CENTA-CAFE. Given that the project's technical approach was open and collaborative towards working as a team with the governmental institutions on matters related to coffee, these institutions as well as the Salvadoran Coffee Council are combining technical strengths governmental counterparts to face present challenges in coffee production. This has been very important in the training implemented by the project with CENTA-CAFE technicians, the territorial coordination work, and the field activities that have been jointly organized.

The program shows a high degree of technical appropriation/middle management by partner entities within the project. A high level of interest was noted, coupled with motivation and participation at the technical level and mid-management among CENTA-CAFE personnel. In practice, an adequate coordination was achieved with CENTA-CAFE at all levels, especially with extension agents who found real project support towards the joint efforts of FFSs and field days, as well as the training sessions.

The main achievement of the project has been the introduction of a low-cost system for coffee production, which includes training in the creation of coffee nurseries, promotion and training in organic agriculture, introduction of mechanization with the use of Pole Pruners, Motorized Sprayers, Brush Cutters, and Earth Augers, all of which comprise the basic mechanization kit, as well as the promotion of commercialization with trainings and events facilitating producer and buyer relationship. In this regard, it is particularly important to note that the training activities were carried out mainly using the FFS model, correctly developed in parallel to the actions of CENTA-CAFÉ. In addition, it grouped the producers and the distribution of the in-kind grants, which strengthened with inputs and equipment these structures within the agricultural communities.

The project has contributed to the strengthening of the institutional structure of national coffee production, and has transferred a range of innovative technologies and good practices on key subjects that offer sustainability to the coffee agenda, particularly on productive diversification, appropriate support with technical assistance, trainings, and teaching processes in the first links/subjects of the coffee productive chain. However, the training agenda of the project is still needs to be strengthened regarding marketing, trade links promotion, and exports**.**

Progress obtained on nursery formation is quite noteworthy, although it still is necessary to support them technically, and especially, through persistent systematization and results promotion. The processes the project has developed in this important subject are changing the cultural models among the coffee producers, associated with the size of the seedlings, and the size of the nursery bags. In the culture of the coffee growers, during planting it is traditionally customary to select plants with the greatest development and in larger bags, because in their opinion this guarantees the plant will survive the transplant. However, technically it has been demonstrated that the size of the bags and the plants used by the project, have established good coffee plantations in the field.

On the nursery subject, the project has developed an innovative and positive trend, growing participation of female producers caring and managing coffee nurseries. This is a new trend that should be systematized in greater detail, since it may turn into a transcendental legacy of the project, and an alternative to the promotion of female participation within the processes of coffee production chain.

The program is satisfactorily fulfilling the goals set in most of its indicators, as of the date of this evaluation. In general terms, 24.4% of indicators are in a critical phase of execution, with less than 40% progress as of the date of this evaluation (with a55% project progress), 48.7% of indicators are geared towards compliance within the accelerated terms for compliance, and notably, there are 26.9% of indicators whose goals have already been surpassed significantly at the time of this evaluation. Nevertheless, there are areas where more intensive effort is necessary to reach the planned results, or a change in strategy that allows finding new paths to reach said goals. In the opinion of the assessors, these are the most significant cases:

- *It is necessary to increase actions associated to increase the number of trade agreements with international buyers for coffee being produced with efforts supported by the project (including a monitoring system for said agreements). NCBA CLUSA must take the maximum advantage from its international negotiation capacity, and the contacts available in the North American and European markets.*
- *In the "Financial Services" component, very modest progress has been seen: credits managed with project assistance represent 44.6% of the total target originally foreseen (among female producers, this represents 41.0% of the foreseen goal, in monetary terms). The indicators related to the number of beneficiaries served by gender, at the time this mid-term evaluation show a progress of 82.9% of the male attended, and female attended 102.1%. This implies that credit amounts being managed, are in average of a minor size than originally foreseen, since these have concentrated in harvest collateralized loans and a lesser proportion, in credits associated to new crops. The above implies that efforts and results obtained by the project, although positive, are not enough to increase the access to financing for project beneficiaries. In these efforts, it is necessary to involve BANDESAL and its BANCA AGROPECUARIA Program.*
- *In the capacity building for improve marketing and branding component, there has been no positive influence on the market subjects within the coffee sector. During the survey performed with the producers participating in the project, it became evident that in four of the six regions served, there is an average knowledge regarding key subject of coffee exports, and very few have been able to reach concrete commercial relations and exports.*

- *It is necessary to monitor the results in sales and production of crops that support the project agricultural diversification for the coffee sector. The results obtained to date with beans and certain varieties of vegetables have not achieved the expected results, therefore it is necessary to study other crop options that allow better technical and economic results.*
- *The positioning of the project may allow widening the spectrum of PPP that benefit from the commercialization and positioning activities of coffee producers with international buyers. Besides generating valuable co-investment spaces that multiply the results obtained to date, particularly with DGDR-MAG and IFDA, for which NCBA CLUSA may provide the necessary technical resources for the formulation and implementation of projects (besides counterparts multiplying the investment from USDA funds).*

The project data management system presents some deficiencies in the information integration module, and report generation, as well as data base export. These problems appeared during the work sessions where the table information was reviewed and integrated with the information developed by the indicators.

9. LESSONS LEARNED

Based on the experiences collected during the evaluation process, the following lessons learned have been compiled from the project.

Lesson learned 1: This project has the components and strategic design to be taken as the central axis of a country project, which responds to the needs of the National Coffee Plan and the beneficiary production population, but requires support from the public and private sectors. The project promotes the recovery of the coffee sector of the country starting from the introduction of a low- cost production system, with simple technologies and easy to implant. The instruments and methodologies developed by the project must be shared and disseminated among national public and private institutions with the premise that this model of work is assimilated and incorporated into the productive culture of coffee at the national level.

Lesson learned 2: The project promotes the reactivation and improvement of coffee plants through the introduction of enhanced rust tolerant varieties and the use of organic agriculture, actions quite appropriate for the coffee production situations, expressed by producers, and parallel to government actions. Actions of the project oriented towards increasing productivity in the coffee crop, especially with the planting of varieties resistant to this fungus, will hardly show results within the term of the project if we consider that plantations started their significant crops starting in the third year. It is possible that the degree of resistance of these varieties allow the project to show a contribution to the decrease of impact on the plantation, what may be done at the end of the project, having the evaluations of the agricultural cycles 2017/2018 and 2018/2019.

Lesson learned 3: At the local level, the Project is generating important changes in the coffee producers served, mainly in their attitudes and in the opening to incorporate new organic practices of production and use of organic fertilizers, as well as to introduce new technologies of production taking care of the balance with the environment.

The documentation of these achievements is a very important factor for the sustainability of the project, and is a key factor to consolidate the future impact of the project, on both, the producers as well as to the attention to Salvadoran coffee sector Institutions.

Capacity-building in low-cost organic agriculture and the provision of in-kind grants, such as improved rust-tolerant varieties, have led producers to recognize an alternative in improving productivity in the face of market challenges of coffee prices.

Lesson learned 4: It is necessary to carry out a consultation and dialog process with the beneficiaries - especially civil society -, before and during the project's execution to legitimize the interventions. The best results in terms of execution and follow-up have been achieved in cases when the project technical teams, CENTA-CAFE technicians and benefited population were taking into consideration for the implementation of project actions. Thus, the promotion of the participation in cooperatives and producer organizations integrating partnership networks for support and the modality of interaction in the use of Farmer Field Schools methodology, were very positive progress for the project, empowering actions and products destined to strengthen their role within the framework of the national coffee agenda. On these matters, we still have as pending chapter, a closer work with coffee associations.

Lesson learned 5: The project's promotion of low-cost production systems needs to be evidenced with the registration of producers' information who apply these techniques, therefore at the end of the project NCBA CLUSA can capitalize this experience and document it to be available as a public asset, to ensure continuity of what the project has initiated. The documentation of the technical and financial results of the model proposed by NCBA CLUSA is key to demonstrate the benefits of the same. In this sense, the efforts made by NCBA CLUSA in the dissemination of the Project results with the public and private institutions that serve the coffee sector have been modest. In this sense, the evaluator considers it strategic to work extensively on documenting and disseminating "success stories" and project achievements.

To the extent that efforts are made to consolidate and publicize the results obtained by this project, the public and private institutions that serve the coffee sector may establish new programs and/or lobby for cooperation that will give continuity to the model promoted by NCBA CLUSA in this project.

10. RECOMMENDATIONS

Based on the study of compiled information in this technical evaluation, the evaluation team presents the following recommendations to NCBA CLUSA:

Increase Project Communicational Positioning

During the interview granted by the Vice-Minister of Agriculture and Livestock, it was possible to prove that the interest for the activities performed by the project to benefit Salvadoran coffee production has increased significantly, reason why it is wise to take advantage of this present mid-term evaluation to propose a relaunching of the project with greater strategic back-up from MAG authorities, Salvadorian Coffee Council, CENTA-CAFÉ, and private institution involve in the coffee growing sector.

The relaunch of the project should focus on multiplying the existing relations with the public and private institutions that serve the Salvadoran coffee industry. Therefore, in a complementary way, it is suggested that in the following months NCBA CLUSA design with the accompaniment of public institutions and private serving the

Salvadoran coffee industry, a calendar of strategic activities with the producing population in the six regions served by the project, including the Project's communication relaunch.

The project should foster a relationship with national academic entities (and national chapters of international entities, such as CATIE) to involve them in applied research activities. In this line of action, it is also important to approach the National School of Agriculture as the leading institution in the training of agronomists in our country and that can become the replicators of the techniques of organic agriculture.

Increase Access Options to Banking Funding for the Producers' Population

This relaunching must include and approach the Salvadoran public banks' authorities already participating in the project - BFA and BH - and try to involve BANDESAL in the financing efforts for the producers of the project. BANDESAL has resources and first tier financial lines that may favor the development of investments in coffee plantation renewal performed by the project in the coming years; they also have financial lines to support the development of female producers, what can favor productive enterprises in nurseries already favored by the project, to take them to a better concept of Nursery managers as agriculture products suppliers. Within this line of action, it is also important the project approaches private banks.

For the strategy to create and strengthen a network of nursery managers that continues being successful, the project needs to work more intensively with banking authorities to assure financing, given the fact these producers have underutilized or idle land that may be reactivated through this process, but not within the availability of a current harvest collateralized loan.

Assess new options for productive diversification.

Assess, with the technical support of CENTA's scientific research teams, new options of crops for the agricultural diversification component are possible, since in practice the products presently being used (beans and vegetables) have proven not to be very compatible with coffee production, particularly when above 800 MaSL. International experiences suggest considering:

- Fruit crops of medium cycle[13]
- Coffee partnership with honey production, since the coffee plantations are excellent for honeybees, since plants diversity in the coffee farm offers good flower resources for the bees. Flowers of the coffee plants produce very sweet high quality nectar, and bees contribute and improve production of coffee plantations, making ripening and size of the fruit uniform with the crossed pollination they provide.

  Within this context, beekeeping is an activity that may be developed by the producer's family members, including their sub-products (propolis, pollen, royal jelly, and apitoxin). also, the diet of beekeepers may improve, and people may eat what is locally produced. Bees do not require a great financial or time

[13] *See research performed by CENICAFE in http://www.cenicafe.org/es/publications/arc056(03)269-280.pdf*

investment, and on the other hand, products may be sold at the local level or internationally, being able to be exploited together with coffee (what may be positioned as "coffee honey" in the market).

Increase efforts in commercial and market promotion

It is necessary that NCBA CLUSA takes advantage of its local and regional institutional capacity to work with other subject of positioning and commercialization of coffee in international markets, without forgetting also, the importance of the national domestic market. Here it is key: (i) to consolidate and monitor international buyers contact identified to date and for whom contact and sample delivery have been organized. (ii) search for new buyers taking advantage of the international positioning of NCBA CLUSA, especially in the United States, Canada, and Europe, (iii) involve in these efforts to commercial promotion entities of the government and private sector, especially the Network of Commercial Charges of the Salvadoran Ministry of Foreign Relations, and (iv) design an ad-hoc monitoring system for these matters. On these matters, BANDESAL as well as the Ministry of the Economy with FONDEPRO, may be key allies in financial subjects that make these negotiations among producers, viable.

NCBA CLUSA may also include this subject in the national market to position coffee produced with the support of the project. Special advantage would be taken of the growth observed in the last few years in the retail sale of gourmet coffee in El Salvador. About diversification, as has already been mentioned, the results obtained must be assessed with the diversified crops based on beans and vegetables.

It should not be forgotten that one of the advantages in the organic agriculture practice, is the access to markets that may recognize better prices than the traditional, what counteracts somehow some decrease in terms of productivity. This advantage has not been well developed in our country for the local market; however, NCBA CLUSA's experience in international markets and their search to benefit producers, will favor this type of production and will be a great contribution to the project.

Operational Aspects of the Project

It is necessary to develop an evaluation process of the effectiveness of all training events and exchange of experiences to establish opportunity and improvement niches that multiply the effectiveness of these efforts of capacity building. This is the other area where the PPP may work with private academic institutions.