Final Evaluation Report

Coffee Stabilization and Agricultural Diversification Project, El Salvador

Presented by:

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FY 2014 Food for Progress Coffee Stabilization and Agricultural Diversification Project, El Salvador – Final Evaluation Report

Program: Food for Progress

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USDA further notes that the evaluator did not have an opportunity to respond to donor comments on the evaluation report. The implementer addressed donor's comments to the extent possible without adding to the findings, providing relevant project and contextual information. There remains uncertainty as to how well some findings are supported.

Accessibility Note: An accessible version of this document can be made available by contacting fas.monitoring.evaluation@usda.gov

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GRAPHICS AND FIGURES

ACRONYMS AND ABBREVIATIONS

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

PDO: Protected Designation of Origin

USDA: United States Department of Agriculture

EXECUTIVE SUMMARY

NCBA CLUSA implemented the five-year United States Department of Agriculture (USDA) funded Coffee Stabilization and Agricultural Diversification Project in El Salvador; the project supported an estimated 7,500 producers, 50 producer and cooperative organizations, government agencies, and the private sector in the coffee producing regions of Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán.

The Project's objectives were to (a) support 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 better commercialization and market links.

The project was approved October 2014 and implementation began October 2015. The Final Evaluation was conducted six months after the technical activities of the project were completed. The final evaluation report considers the relevance, efficiency, effectiveness, sustainability, and lessons learned from the project. The report assessed the period of October 5, 2015 - June 30, 2019.

The evaluation found that NCBA CLUSA exceeded performance under all indicators of the nine groups of primary activities. *Figure 1* summarizes the average progress for each of the 78 indicators under the nine components of the project. The graph's data is comprised of primary information from the Project's Data Management System; it was compiled, debugged, and analyzed. Data was compiled from the evaluation survey conducted for this evaluation. Reference data was also requested from government institutions that partnered with the project.

The project's design and implementation were aligned with the priorities of the national government. With the change of government and the new national authorities in agriculture, commerce, and economy, NCBA CLUSA's knowledge and learning tools will positively impact the formulation of the new national strategy for coffee development and influence new coffee projects.

The evaluation's main conclusion was that this project supported the rehabilitation of Salvadoran coffee in all the links of the value chain. The project worked in a coordinated manner with government institutions, particularly the Ministry of Agriculture and the National Center for Agricultural and Forestry Technology "Enrique Álvarez Córdova" - CENTA and its specialized division CENTA-CAFÉ. As part of the project's "Support to Government Institutions" component, NCBA CLUSA signed a Memorandum of Understanding with the Ministry of Agriculture and Livestock (MAG). The purpose of the MOU was to:

1 – Provide support to coffee growers in a coordinated manner with CENTA-CAFÉ (government institution under MAG that provides extension services to coffee growers) . The program trained all CENTA-CAFÉ extension agents on the "Low Cost Production System" and its three components a) Organic Inputs Manufacturing Sites, b) Low Cost Coffee Nurseries, and c) Mechanization.

2 – Provide support to the Salvadoran Coffee Counsel MAG unit. This unit provides technical assistance to coffee growers around commercialization, marketing, and international competitions such as the Cup of Excellence.

3 – Provide support to MAG General Directory for Rural Development to create Public and Private Partnerships (PPP). 11 PPPs were created through this, generating around half a million USD in public investment and around 1.5 million USD in private investment for coffee producer organizations and cooperatives.

The project trained government entities effectively; these entities however are at risk if there is no continuity in CENTA-CAFÉ staff or a concerted effort to align work with the new government policies. The project also trained staff of cooperatives and producer associations; these trainings were critical in helping to build the capacities of the cooperative sector.

Figure 1: Final Project Execution: Summary of Primary Indicators.

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

The project improved coffee plantations through - the promotion of improved varieties of coffee resistant to rust and the use of organic agriculture. These activities are in alignment with government priorities as well as producer needs. The introduction of a low-cost system for coffee production has been the biggest achievement for the project. The system trains farmers on how to create coffee nurseries and use organic agriculture. The use of mechanization and agricultural management systems complements these new technologies. Another important contribution of the project has been the strengthening of sales processes and helping farmers access international markets.

Through the employment of the farmer field school (ECA) methodology, the project identified and trained community extension agents within cooperatives and producer organizations. Prior to the start of the project, none of the 231 Cooperatives and Producer Organizations were supported with extension services. The project trained 575 community extension agents in 93 events (139% of the originally planned goal) and subsequently, those community extension agents worked with an estimated 4,000 agricultural producers within the cooperatives and producer organizations. NCBA CLUSA developed the Community Extension Agent Program curricula which included the following training: Basic extension techniques (1 day); Low cost coffee plants nurseries (1 day); Organic inputs manufacturing sites (1 day); Mechanization (1 day); Farm management fertilization (1 day); and Pest control with emphasis on coffee leaf rust (1 day). For a list of all project indicators, please refer to Annex I: Project Targets and Achievements.

Based on the data collected, the evaluation team recommends the following:

i. NCBA CLUSA take the necessary steps to obtain a second stage of the project to continue technical support to the Salvadoran coffee industry.

ii. NCBA CLUSA should ensure that the technical legacy of the project continues through coffee projects beginning next year and beyond, particularly, the MAG-CABEI and USDA-MOCCA projects.

iii. The Salvadoran government alongside IICA and the Salvadoran Coffee Council, is creating a new strategy that will promote and support Salvadoran coffee. NCBA CLUSA should use its technical knowledge and the tools it developed to influence the strategy.

iv. NCBA CLUSA should take advantage of the positive relationship it has with MAG and encourage them to incorporate coffee nurseries as a part of the base of suppliers certified by MAG. This will allow new coffee growers to be supported with the technologies generated by the project and would generate new growth and sales opportunities for nurseries as well.

v. There should be continued support for the PDOs associated with the 6 coffee mountains ranges developed by the project.

vi. There should be continued support for MAG to help the continuity of the CENTA-CAFÉ technical team. In particular, the capacity building tools that support the technical personnel should continue.

1. INTRODUCTION

This Final Evaluation report is structured as follows. The first section describes the general context of the project evaluation (Chapters 1-4). The second section includes the relevance analysis, the project's results, and the sustainability of its interventions while also considering the social and economic context (Chapters 5-7). The third section analyzes the project's achievements and results based on the 125 project indicators (Chapter 8). Lastly, the final section collates all information described in the previous chapters and provides general conclusions, recommendations, guidelines on how to implement similar projects, and feedback to national initiatives on how to strengthen the coffee sector in El Salvador.

2. EVALUATION METHODOLOGY

USDA's Coffee Stabilization and Agricultural Diversification Project focused on the following objectives: Increase the productivity of the coffee value chain through improved agricultural techniques and technologies for coffee and diversified products, build the capacity of government institutions and producer organizations/cooperatives, and increase access to financing and improved inputs; expand trade of agricultural products by increasing the value of post-harvest products and access to markets through improved quality, increased efficiency, and improved marketing and market linkages. The targeted areas were - Apaneca-Ilamatepec, El Balsamo Quezaltepeque, Tecapa Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán. The criteria used to identify target regions included the number of smallholder farmers in the region as well as the degree to which productivity, livelihoods, and food security was affected by coffee leaf rust fungus. The project targeted:

- Smallholder farmers with plots between 1 -17.5 ha (7,000 farmers);
- Producers whose productivity affected food security of others, particularly farmers with larger plots (17.5 ha and up) and who provide labor opportunities and an income stream in their communities (500 farmers);
- Lived in the target community;
- Demonstrated knowledge, ability, and willingness to participate in project activities; and
- Were interested in and capable of learning new practices and technologies and willing to train other farmers in those technologies.

The final evaluation used a qualitative-quantitative approach to data collection which integrated the use of primary and secondary sources. For specific details on the methodological approach, please refer to Annex II: Technical Proposal which includes preliminary descriptions on data collection and processing, estimated sample frame and size, and the planned stages of research.

a. Selection of Participants and Information Management Techniques

Below are the techniques employed:

Documentary Review: This included an exhaustive review of project documents as well as relevant reports of national and international institutions.

Semi-Structured Interviews: Data was collected using a format that included standardized, open and closed questions that were previously defined and coded. This qualitative technique allows trends to be established based on perceptions expressed by the interviewee. The quality of the data heavily depended on the technique we used to select the interviewees. In total, 12 interviews were conducted and included producers, cooperative presidents, MAG officials, CENTA CAFÉ, among others.

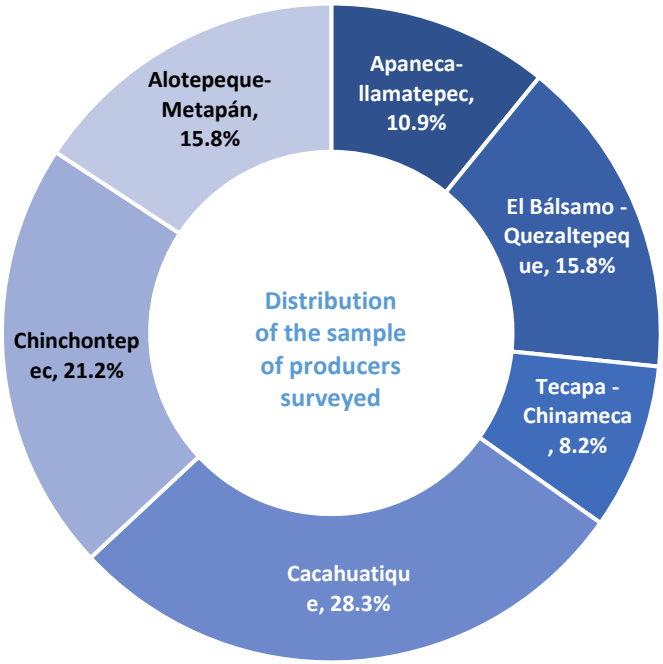
Focus Group Discussions (FGDs): This method included both collective and semi-structured interviews around a specific topic. The FGDs were directed by a facilitator; they consisted of a small number of people with homogeneous characteristics and interests that were selected based on certain criteria. The technique begins with the assumption that the interviewees are representative of a universe. In total, 7 FGDs were conducted with representatives from the following cooperative producers: San José Sacare, ACOPASEP, Los Joven (from San Vicente), Pinares Cooperative Association of Berlin, and Piedras Azules Producers Group and Cooperative Association of Coffee Growers of Cuzcachapa.

Survey: The surveys were comprised of standardized questions directed at a statistical sample of the population of interest. In total, 182 surveys were conducted with producers from 28 cooperatives. Refer to the list of cooperatives in Table 2-1. The number of surveys represents 2.4% of the total beneficiaries within the project's database. The global data presented in this study, considering simple random sampling, show a 90% level of confidence and 7.2% margin of error. This implies that the data presented at the regional level can be considered as perceptions with an estimation error of 10% on average (given the randomness of the process).

Table 2-1 List of cooperatives visited and their distribution

List of cooperatives visited:

1. C. de Producción Agrícola Los Pinos de R.L. (ACOPALP, de R.L.)
2. C. de Producción Agropecuaria Las Lajas de R.L. (ACOPRA Las Lajas de R.L.)
3. Sociedad Cooperativa Chalchuapaneca de Productores de Café "Cuzcachapa de R.L."
4. C. de Producción Agropecuaria La Presa de R.L.
5. C. de Producción Agropecuaria El Refugio de R.L.
6. Grupo de Productores de San Emigdio 2
7. Grupos Los Jóvenes de Chinchontepec
8. Grupo de Productores Los Primos de Berlín.
9. C. de Comercialización, Producción Agrícola, Aprovisionamiento, Ahorro y Crédito de los Positos de R.L
10. C. de Producción Agropecuaria de Café Especial de Perquin de R.L. (ACOPACEP de R.L.)
11. Grupo De Cafetaleros Por Un Futuro Mejor (Carrizal Tres)
12. Asociación Cooperativa de Producción Agropecuaria San Carlos Dos de R.L.
13. Asociación Cooperativa de Producción Agrícola Los Trigueros.



14. Grupo la Cruz de Berlín 15. Asociación Cooperativa de Producción Agropecuaria Pinares de Berlín de R. L. 16. Asociación Cooperativa de Producción Agropecuaria San Antonio de R.L. 17. Asociación Cooperativa de Producción Agropecuaria El Espino de R.L. 18. A. C. de Productores Agropecuarios Rio Grande El Barrancón (ACOPAREB) 19. A. C. de Productores Divino Salvador de R.L. -ACOPDS de R.L.	20. A. C. Ganaderos de San José Sacare de R.L. -AGASACARE de R.L. 21. A. C. de Productores Orgánicos Agropecuarios El Túnel de R.L. -ACPROA- 22. A. C. Aprovisionamiento, Comercialización y Producción Agroindustrial de Café San Pedro Puxtla de R.L.-ACACPAS de R.L. 23. Asociación Cooperativa de Producción Agropecuaria las Tablas 24. Asociación Cooperativa de Producción Agropecuaria los AUSOLES 25. Grupo de productores Piedras Azules 26. Grupo de Cafetaleros EL Conacastal. 27. A. C. de Producción Agropecuaria Entre Ríos de R.L. 28. Asociación Cooperativa de Producción Agropecuaria El Jabalí de R.L.

Source: HEVI S.A.

b. Limitations of Evaluation

In Table 2-2 below, the evaluation team highlights the limitations that were observed throughout the evaluation process and the solutions implemented to overcome them. In general, the following impacted data collection and analysis:

- The timing of the field survey coincided with the coffee harvest season
- Change in the board of directors of Coffee Producer Cooperatives selected and the Cooperative boards' capability to mobilize its members
- Access to farms as road conditions are poor. It was the end of the rainy season, when local and central governments start to re-work rural roads damaged by the rains.

Nevertheless, the quality of the data and its analysis were not compromised.

Table 2-2: Limitations of the Evaluation and Associated Solutions

Limitations	Implemented solutions
The evaluation was conducted 8 months after technical activities were completed. This fact, together with the change of authorities in the cooperatives that were supported by the project limited access to producer cooperatives to calls for meetings, focus groups, and surveys.	NCBA CLUSA staff helped facilitate access to cooperatives and producer associations to ensure the evaluation team was able to collect data.

The evaluation coincided with coffee harvest time which significantly affected the data collection process. The cooperatives were randomly selected from the project's Data Management System.	The sample estimation error was recalculated, and comparisons were made with secondary information to validate the information obtained.
Some institutions refused to provide spaces for interviews because they knew little or nothing about the project after the change of government in June 2019.	The survey was conducted while El Salvador transitioned to a new government. Initially, it was difficult to set appointments with new government officials as the project had strong ties with the previous government that was in place during the project's period of performance. Because the project was well known nationwide, eventually new government officials agreed to participate in the consultant's surveys.

3. PROJECT DESCRIPTION

c. National Context

El Salvador is the smallest and most densely populated country in Central America, with a population of 6.4 million and an additional 2.5 million living abroad, most in the United States. Poverty rates declined in recent years, having gone from 38.8% in 2000 to 29.2% in 2017. El Salvador is considered a low middle-income country (World Bank, 2019); in recent years, it's had an average economic growth of 2%, the lowest of all Central American countries (Argumedo - Zuleta, 2017). Their economy is characterized by (i) limited productive investment (local and foreign), (ii) limited dynamism of exports, of which 88% are concentrated in the United States and the Central American region (BCIE, 2018)[1], (iii) insignificant country investment in innovation and overall development[2] which results in the majority of production concentrated in primary production with low added value (BCIE, 2018); and (iv) a concentration of most economic activity in the great urban poles of the country (Argumedo - Zuleta, 2017).

Coffee is El Salvador's biggest export but in 2018, its exports decreased by $7.3 million (BCR, 2018), making its value the third lowest in a decade. It is valued at $113.40 million, a 6.6% reduction compared to the $120.94 million reported in 2017. According to the El Salvador Reserve Central Bank (BCR), coffee exports in El Salvador was valued at $ 258.72 million (BCR, 2018) ten years ago.

Farm sizes vary in El Salvador. According to the Salvadoran Coffee Counsel (MAG – Ministry of Agriculture and Livestock) farm sizes are as follows:

[1] *44.9% USA y 43.2% Central America and the Dominican Republic.*

[2] *El Salvador invests in innovation and product development in 2017 the equivalent of 0.03% of GDP. On average, Central American countries invest 0.2% of GDP, while the Latin American average is 0.7% of GDP. Far from countries like the Republic of Korea whose figures are around 4.0% of GDP, more than ten times the investment in Central America Region.*

Table 3-1: Strata of Cultivated Area for Coffee (2019/2020)

From/to in Hectares	# of Producers	Percentage	Men	Women	LLCs	Total Hectares	Average Hectares per Farmer
1 to 3.5	17,846	73.82%	11,452	6,296	98	19,482	1.09
3.51 to 7	2,140	8.85%	1,308	738	94	9,563	4.47
7.01 to 17.5	1,790	7.40%	952	659	179	16,363	9.14
17.51 to 35	1,012	4.19%	487	294	231	18,918	18.69
35.01 to 70	719	2.97%	292	198	229	20,744	28.85
70 or more	668	2.76%	197	139	332	55,679	83.35
	24,175	**100%**	**14,688**	**8,324**	**1,163**	**140,749**	

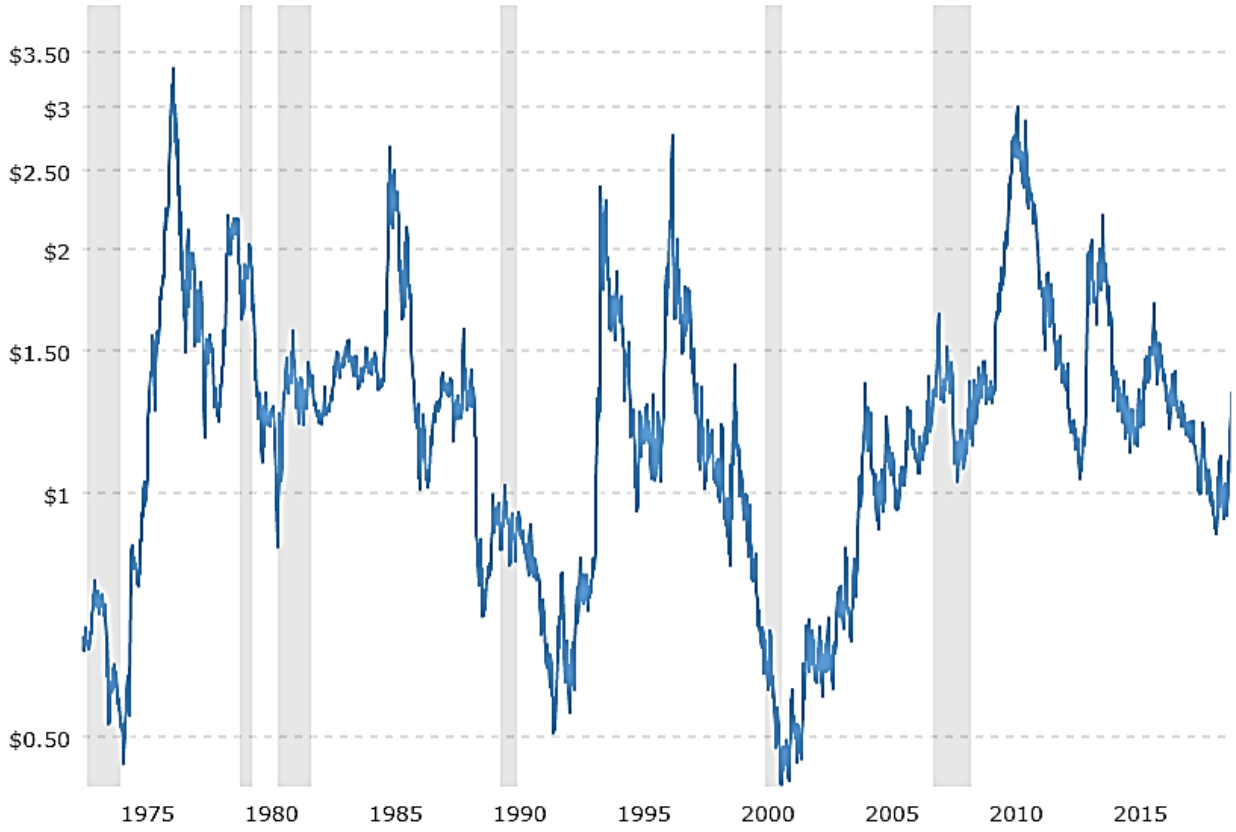
Source: Salvadoran Coffee Counsel / http://www.csc.gob.sv/estadisticas

The project categorized small farms as 1 - 17.5 ha and large farms as 17.51 and above.

Coffee exports by volume however did experience an annual growth of 7.7% in 2018, adding 35.18 million kilograms to the foreign market; this was an additional 2.53 million as compared to 32.64 million kilograms in 2017. Although exports in terms of volume increased, they are still below the values reported prior to the 2012 coffee rust crisis. That year the sector registered a commercial flow of 66.72 million kilograms. The increase in the volumes and the reduction in economic income relates to dramatic fall in international prices to levels not seen since 2006[3]. The coffee crisis persists in 2019; the price of coffee fluctuates between 0.98 and 1.09 USD per pound throughout the year. On August 13, 2019, coffee reached its lowest price in the last 19 years, 0.9375 USD a pound. Coffee demand has increased considerably in the last 10 years, but its supply has overpassed the demand due to coffee growing industrialization in places such as Brazil and Vietnam. Coffee market prices have been unstable over time; determining the relative impact of supply and demand shift on price is a subject of continuing discussion. In general, the global average production cost ranges between 1.2 and 1.5 USD per pound. In other words, coffee producers around the world are producing coffee at a loss. This negatively impacts the renewal efforts promoted by the project.

[3] *Cited from https://elmundo.sv/la-exportacion-de-cafe-en-2018-fue-la-tercera-mas-baja-en-una-decada/*

Figure 3-1: Historical trends in the price of coffee in world markets 1975-2019 ($ / lb.)



Source: Macrotrends.net https://www.macrotrends.net/2535/coffee-prices-historical-chart-data

d. Project Description

Table 3-1 summarizes the project's main components. NCBA CLUSA worked with 7,500 producers, 50 cooperatives and producer organizations, government agencies, and the private sector in the six coffee producing mountain ranges of El Salvador. For a breakdown on the number of individuals trained and cooperatives reached, please refer to Annex I. The criteria used to identify the target regions included the level of productivity, livelihoods and food security levels, the impact of coffee leaf rust, and the number of small farmers in these mountain ranges.

The focus of the project was to achieve two key objectives:

- ➔ Assist small and medium-sized farmers to increase the productivity of the coffee value chain through the improvement of agricultural techniques and technologies for coffee and diversified products, support ongoing activities of government institutions and capacity building of organizations and cooperatives of coffee producers, and increase access to financing and improved inputs.

- ➔ Expand trade in agricultural products by increasing the value of post-harvest products and access to markets through improved quality, greater efficiency, and improved marketing and market links.

Table 3-2: Key Project Information

Activity	Coffee Stabilization and Agricultural Diversification Project Final Performance Evaluation
Project Name	Coffee Stabilization and Agricultural Diversification Project
Funding	United States Department of Agriculture (USDA)
Implemented by	Cooperative League of the United States of America, CLUSA d.b.a. National Cooperative Business Association NCBA
Implementing Partner	Asociación para el Desarrollo CLUSA El Salvador
Project Period	October 2014 – September 2019 (5 years)
Project Amount	USD 12.9 Million
Country	El Salvador
Geographical Areas	Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán (see Figure 3-2)
Value Chains	Main value chain: Coffee Secondary value chain/Diversifies crops: Red Bean, Bell Pepper, Tomato, Cucumber

Source: Project Document

To achieve the two main objectives, nine essential activities were designed. Each activity is disaggregated into different tasks and specific actions that together contributed to the progress of the 125 indicators (see Annex 1).

Activity 1: Capacity Building - Government Institutions

NCBA CLUSA built the capacity of the Government of El Salvador (GOES) to support coffee rehabilitation and agricultural diversification. The project conducted farm field schools for government extension workers and cooperatives/producer organization staff for coffee and the targeted diversification crops, including sweet pepper, zucchini, and red beans. Training topics included - the creation and use of organic fertilizer, the use of improved seed, post-harvest handling, and employing early warning detection systems.

NCBA CLUSA also strengthened links to existing USDA funded market information systems and USAID funded early warning detection systems through its coffee field mapping. The Program Marketing Strategy was aligned with the Salvadoran Coffee Counsel (under the Ministry of Agriculture and Livestock) supporting marketing initiatives such as:

- Cup of Excellence International Auction Platform (Virtual Auction),
- Barismo National Championship and Barismo Championships at municipal and national levels, and
- The Internal Consumption Campaign which increased locally produced specialty coffee consumption per capita from 2.7 kg to 2.9 kg per year (consumption surveys were made by Salvadoran Coffee Counsel).

Through these events, smallholder farmers had increased access to these exclusive events, consequently resulting in greater access to international markets, which resulted in export contracts for cooperatives and small farmers. The project also promoted coffee events such as:

- Coffee Roast Fest at the annual AGROEXPO where the project brought buyers from USA to cupping events to create linkages between roasters and coffee producers,

- Coffee-Culture Day / Nationwide Field Day (October 1st each year),
- International Sustainable Coffee Conferences in 2016, 2017, and 2018. El Salvador's US Ambassador and the Minister of Agriculture and Livestock established this event; over 600 coffee farmers, roasters, buyers, banks, government institutions participated in the conferences.

The project also participated at the worldwide coffee event at SCA to promote Salvadoran coffee. Through all of these events, NCBA CLUSA developed market linkages between coffee producers and buyers from around the world, mainly from USA, but also from Canada, Germany, Australia, Austria, Korea, Japan, China, and Spain.

This information was provided to the market information system USDA is establishing within CAFTA countries. NCBA CLUSA also helped local government institutions organize and implement an annual forum to discuss the coffee sector. It coordinated its efforts with various stakeholders to collectively advocate for more financial and technical incentives as well as other support from public and private sectors, coffee trade and producer associations, and other key donors.

For USAID's early warning system, CENTA-CAFÉ provided information that fed into FEWSNET. The project helped CENTA-CAFÉ develop a Coffee Leaf Rusts Android App to do a daily sample of fungus levels in the field. Before this app, this process was done manually, and it took 15 - 20 days. By the time the information was released to farmers, it was outdated (because of the incubation period of the fungus). The project app collected information daily from 8am - 9am; by 10am. The data was quickly collated and analyzed, and recommendations sent to the farmers.

Figure 3-2: Geographical Distribution of Coffee Producing Zones

Source: Consejo Salvadoreño del Café

Activity 2: Capacity Building - Producer Groups/Cooperatives

NCBA CLUSA built the capacity of cooperatives by training their extension agents in coffee improvement and crop diversification, farmer field schools, and other basic extension techniques. It also trained their leadership in institutional governance, business management, financial and business practices, and operational management. NCBA CLUSA built coffee cooperatives' advocacy capacity, supported their networking among other cooperatives and national associations, held round tables to help them develop an advocacy agenda for the sector, and facilitated linkages with both private and public sectors.

Activity 3: Financial Services - Facilitate Agricultural Lending

NCBA CLUSA improved financial access for coffee producer organizations affected by coffee rust through the expansion of existing credit guarantees and loan funds. NCBA CLUSA worked directly with the Salvadorian Development Bank (BANDESAL) and other banks to expand the reach of their current farm loan guarantee program and loan funds that were supported by the El Salvador government. NCBA CLUSA signed an MOU with BANDESAL at the startup of the project. The project identified and pre-qualified producer organizations and trained them on how to do business plans; prepare cash flow and profit and loss analysis; set up accounting systems; and prepare and collate documents needed for these financial products. The following were results of NCBA CLUSA's interventions:

- BANDESAL (Salvadoran Development Bank): The project helped Cuzcachapa Cooperative (over 800 coffee growing members) obtain a $2.5 million loan. NCBA CLUSA helped the cooperative sign another $7.5 million loan agreement; this loan was contingent upon the cooperative managing the first loan well.
- BANCO HIPOTECARIO: NCBA CLUSA set up a Guarantee Loan Fund with the bank and deposited $325,000. The fund was to help the bank provide loans to coffee farmers. Through the fund, the bank issued $6.5 million in total loans. The final loan portfolio exceeded $6.5 million, the deposit generated approximately $7,000 in interest, and default loans were around $7,500. At the end of the agreement, the bank returned the funds to NCBA CLUSA (less of around $500).
- BANCO DE FOMENTO AGROPECUARIO: NCBA CLUSA signed an MOU with the bank to facilitate loans disbursements which totaled total approximately $1.7 million.

Activity 4: In-kind Grants - Agricultural supplies

NCBA CLUSA used in-kind grants to facilitate the dissemination and adoption of new coffee seed varieties and other planting materials for crop diversification. The project disbursed $1.4 million in grants, with the average grant totaling $200. The project was able to reach 5,800 farmers through these grants. These one-time in-kind grants were intended to buy down the risk of coffee rehabilitation and diversification. NCBA CLUSA required coffee producers to be part of a cooperative or farmer organization and commit to investing (through either their own resources or loans from financial institutions) at least twice the amount of the grant.

Activity 5: Inputs - Develop Agro Dealers and/or Other Input Suppliers

NCBA CLUSA developed the supply of locally available planting materials by training cooperatives and private nurseries in the production of local rust resistant coffee seedlings. The project established 101 coffee plant nurseries nationwide, with over 6.5 million coffee plants produced during the life of the project. NCBA CLUSA signed contracts with each supplier, provided technical production assistance, and trained cooperative staff and farmers on the production of organic fertilizer and pesticides. To promote crop diversification, the project identified

and facilitated linkages with other cooperatives, local input companies, and suppliers of diversified crops, seeds, and basic tools. The project also organized field days where input companies were invited to present and sell their products. They also encouraged companies to sponsor demonstration plots at the cooperative and producer organization level to demonstrate their products.

Activity 6: Market Access - Facilitate Buyer-Seller Relationships

NCBA CLUSA worked with cooperatives to - research specific buyer quality and quantity requirements, identify new and nurture existing opportunities and relationships, bulk production, develop supply chains, identify domestic and export buyers through trade shows and other events, link sellers and buyers, and identify financing needs and sales opportunities for coffee and diversified crops.

Activity 7: Market Access - Facilitate Private and/or Public Partnership

NCBA CLUSA facilitated a wide range of public-private partnerships, encouraged dialogue and partnerships aimed at addressing the coffee leaf rust problem, promoted crop diversification, leveraged significant private resources, developed financing and technical assistance, linked farmers to markets, and increased private sector involvement by developing and solidifying effective private-public partnerships for targeted products. NCBA CLUSA identified and tapped additional resources from buyers' social networks to further support the mitigation of coffee rust and its impact on small coffee farmers. The project helped 11 coffee producer cooperatives form a PPP with the Ministry of Agriculture and Livestock / General Directorate for Rural Development / Rural Sunrise Program (Programa Amanecer Rural). During the project's period of performance, this was the only available public funding source for the coffee value chain in the country. The private investment made by the 11 cooperatives under the PPP was $384,215; the public investment that supported this was $453,730.

Activity 8: Training - Improved Agricultural Production Techniques

NCBA CLUSA supported targeted cooperatives and farmers in coffee leaf rust-affected regions (Alotepeque-Metapán; El Bálsamo-Quezaltepeque, Apaneca-Ilamatepec, Chinchontepec, Tecapa-Chinameca, and Cacahuatique), to teach best practices and new agriculture techniques. NCBA CLUSA established farmer field schools for government extension workers and cooperatives/producer organization staff. This was a learning-by-doing training system. Training topics included integrated soil conservation, tree and production management practices, stumping/pruning, renovating and replanting of coffee leaf rust resistant varieties, cropping techniques for fungus/disease control, crop diversification, and best practices around sweet pepper, zucchini (pipian), and red bean. NCBA CLUSA and its partners developed a series of simple training modules and brochures that addressed improving the productivity of coffee plantations affected by coffee rust and promoting crop diversification. NCBA CLUSA used radio programs to sensitize farming communities, the private sector, and the general public about coffee rust.

Activity 9: Training - Improved Marketing and Branding

NCBA CLUSA trained cooperatives in all aspects of coffee marketing and branding, particularly in market needs, quality, pricing, transportation/logistics, promotional efforts, and public relations. This activity included the identification and training of local cooperatives in marketing concepts and strengthening the marketing capacity within targeted producer organizations. NCBA CLUSA signed MOUs with coffee associations on how to establish quality standards and brand recognition. NCBA CLUSA also supported promotional campaigns of producers most

affected by coffee rust. They were linked with specialty coffee markets and networks to ensure continued buyer support.

e. Interventions in the Coffee Value Chain

Table 3-3 outlines the project's areas of intervention within the coffee value chain. The project established a co-investment fund where it provided a total of $1.4 million in-kind contributions to improve the adoption of new techniques and technologies. The fund prioritized the low- cost production system, provided access to coffee leaf rust-resistant seed varieties to farmers that wanted to renew all or part of their coffee farms, provided other planting material and seeds for diversification of crops, coffee nurseries, and established organic inputs manufacturing sites.

Co-investments for coffee renovation and rehabilitation focused on coffee plantations 800 meters above sea level to ensure survival of the plants. Co-investments for crop diversification helped coffee producers produce diversified crops below and above 800 meters of sea level. Because of farmers' limited cash flow to finance the renovation, rehabilitation, and diversification of their farms, this activity helped reduce their risk (during the rehabilitation of coffee plantations) and gave them additional income.

Table 3-3: Value Chain Partners and Intervention

Value Chain	Activity
Producers	NCBA CLUSA trained 7,500 coffee producers in the rehabilitation of coffee farms with rust-resistant varieties, organic inputs for fertilization and pest control, post-harvest management and the establishment of Farmer Field Schools, as well as mechanization equipment.
Cooperatives and Producer Organizations	The 7,500 coffee producers are part of different cooperatives and producer organizations, as well as individual producers. NCBA CLUSA provided training in governance, new techniques and technologies to promote the rehabilitation of coffee production, financial planning, administration, and loan application.
Marketing and Branding	NCBA CLUSA helped farmers prepare business plans and trained cooperatives and producer organizations on good marketing techniques to ensure that their increased yields are sold at market rates. The project linked coffee farmers to buyers and trained them on how to negotiate their product. The project also improved the packaging for coffee cooperatives' roasted coffee.
Agro-Dealers and Input Suppliers	NCBA CLUSA linked input suppliers to 7,500 coffee farmer beneficiaries. The low production cost technology that NCBA CLUSA promoted was an integrated service for the agents that sell their seeds, organic fertilizers, and organic control of diseases, as well as mechanization tools (i.e. augers, weed trimers, motorized sprayers). The main approach was implemented through field days for demonstrations and trainings.
Buyers and Sellers	NCBA CLUSA organized business roundtable events to link buyers with coffee producers.
Financial Institutions	NCBA CLUSA linked coffee growers and cooperatives with Banco Hipotecario and Banco de Fomento Agropecuario, through signed MOUs. This helped farmers access credit for renovation, farm maintenance, harvest and post-harvest activities, and debt restructuring.
Extension Services Ministry of Agriculture	NCBA CLUSA trained extension workers from the Ministry of Agriculture and Livestock of CENTA-Café on the new techniques and technologies either through direct training, verbally, or disseminating written information. As a result of this partnership, the trainings have been replicated.

4. ANALYSIS CRITERIA: RELEVANCE

Relevance (or pertinence) measures the following – a) how well the project goal and strategies aligned with El Salvador government priorities? b) which project activities and strategies were highly relevant to beneficiaries' needs and priorities? c) how well did the project activities adhere to USDA goals? Based on project data (see Annex I), a documentary review of external bibliographic sources, and the evaluations conducted by the team, the evaluation team concludes that the project was highly relevant for the Salvadoran coffee sector. The evaluation team also observed that the project implemented relevant activities that addressed the need to build the capacities of public and private institutional technical staff. The program activities had great impact, particularly as it relates to innovation, environmental protection, and cost savings in coffee production. These contributions were important and relevant in strengthening government institutions' strategies; institutions such as CENTA-CAFE were supported in the execution of their annual operations plans and the capacity building of its extension agents. Additionally, trainings around low-cost organic agriculture as well as the promotion of coffee rust resistant improved seed varieties have helped farmers see an alternative way to improving productivity in an environmentally friendly way.

El Salvador has the highest cost of production in the Central American region; fertilizers and pest control inputs, particularly are highest in the region (Source PROMECAFE). NCBA CLUSA proposed this alternative model as a solution to high cost agricultural inputs; lower production costs generated more income for the farmers. NCBA

CLUSA did not promote organic certification. A few farmers that met these requirements and had funds to pay for the certification were supported by the project; certification was not a priority for the project. In some cases, buyers were willing to pay the difference in price if certification was up-to date.

a. Alignment with National Priorities

As previously mentioned, coffee cultivation is important for the economic development of the country but not only because of its contribution to national exports. Coffee cultivation also has a positive impact on the preservation of the environment, water resources, and air quality. It's also one of the main sources of employment in the rural areas. Considering all of this, the project design was done in a holistic way. It focused on the coffee value chain, addressing the elements that affect coffee production; it emphasized coffee production at an altitude of 800 meters above sea level.

The project's approach of working as a team with government institutions helped it achieve much progress. In terms of Salvadoran public policies related to agriculture, the project is relevant; it is also complementary to the government's policies around improved food security and nutrition for coffee producers[4]. The project developed practical tools to promote a low-cost production system for Salvadoran coffee growing, including 1) organic input manufacturing sites 2) low cost coffee nurseries, and 3) mechanization; this helps re-activate the cultivation of coffee and preserves the environment.

Initially, the project supported the Ministry of Agriculture and Livestock of El Salvador 5-year strategic plan (Plan Quinquenal) for the coffee sector. Under the Plan Cuscatlán,[5] Bukele's Administration plans to restructure the entity responsible for research and transfer of coffee technology; the project's tools and lessons learned will influence this process. The project's experiences and lessons learned can be used to develop a roadmap for the territorial implementation of a national policy on coffee subjects linked to the organic production. For the mountain ranges in the eastern part of the country for example, it will be important for NCBA CLUSA to share information with the IFAD/MAG RURAL ADELANTE project. Rural Adelante is an $18 million program (2019 – 2023) funded by an IFAD loan to the government of El Salvador. The program is being implemented in the western zone of El Salvador to provide support to cooperatives and producer organization across the following value chains - dairy, fruticulture, horticulture, honey, and aquaculture.

The evaluation team analyzed the relationship between the project and the CENTA-CAFÉ extension agents. All those interviewed (1,140 participants), benefited from the project; they received trainings on techniques and technologies for coffee production improvement, as well as agricultural diversification. Only two regions expressed receiving training in the use of agricultural equipment (Western and Paracentral). All agents received training on new techniques and technologies for coffee production improvement and agricultural diversification and expressed benefiting from at least some of them. with trainings, inputs, and agricultural equipment (NCBA-CLUSA, 2017).

CENTA-CAFÉ and NCBA CLUSA also jointly implemented the following activities:

[4] *Ministry of Agriculture and Livestock of El Salvador 5-year strategic plan (Plan Quinquenal) and the specific policy related to the coffee sector for years 2014 – 2019 (see policy here - http://www.mag.gob.sv/planes-institucionales/#)*

[5] Plan Cuscatlán is the name of President Nayib Bukele's overall government plan from 2019 – 2024.

- *Seminars on fighting coffee rust*. CENTA, the Salvadoran Coffee Council (CSC), and NCBA CLUSA organized the first coffee rust seminar in El Salvador to promote improved coffee productivity through the different techniques and technologies.

- *New techniques and technologies demonstration during field days*. CENTA-CAFÉ and NCBA CLUSA organized a field day at Claro de Luna farm, Municipality of San José Guayabal, department of Cuscatlán for coffee growers from different municipalities in the departments of Cuscatlán, La Paz, San Vicente & San Salvador (NCBA-CLUSA, 2017). The field day included trainings around crop management during the dry season (i.e. the application of moisturizing solutions, rust sampling and its control, pruning, and coffee plantation renewal).

Traditionally the nursery pot bags were about 12 inches high by 8 inches wide and the plant stayed between 12 - 15 months at the nursery before being transplanted to the field. NCBA introduced a new technique using a smaller bag (6 inches high by 4 inches wide) and reduced the period at the nursery to 6 months. With this new technique, farmers reduced the cost per plant by $0.85 cents when produced locally. This new technique also puts the plant in the field for 3-4 months during the rainy season; this is good because the plant receives the necessary rain to develop its root system.

Although the extension agents expressed positive opinions of the project, they noted that the delivery of certified seeds was not timely. They also questioned the use of small bags for the purposes of establishing seedlings; this shows two things: (i) It is necessary to continue strengthening government institutions' extension agents, and (ii) It is important to make greater efforts to communicate the project's achievements and methods. The project does not have control over seedling availability. Producers that specialize in this input offer it according to production cycles and quality standards required by the project. Secondly, agents' opinion regarding the smaller bags does not coincide with the results obtained by the project in cooperatives and producer organizations where nurseries were established under this technique (NCBA-CLUSA, 2017). Coffee seed plantations have a quality standard certification issued by MAG. The term "does not coincide" means that in some cases the seeds were not available or the seed available was already sold before January, and therefore, the new technique could not be implemented for that year.

The extension agents appreciated the project's support in its trainings and the promotion of the FFSs, provision of inputs for organic production, agricultural equipment, and informative materials.

b. Relevance of Project in the Coffee Sector

From the perspective of producers, the project's focus on the reactivation and improvement of coffee plantations through the promotion of rust resistant enhanced coffee varieties and the use of organic agriculture is highly appropriate and relevant. Its focus on low-cost coffee production systems includes the following components:

- *Low-cost coffee nurseries*: the use of organic fertilizers and small bags which reduces the time for transplant to six months.

- *Input factories*: the production of biofertilizers and pest controllers for both the producers' own consumption as well as their becoming suppliers of them.

- *Mechanization*: the use of specialized equipment (i.e. pole pruners, motorized sprayers, brush cutters, earth augers) to improve efficiency which reduces the costs in the renovation and maintenance of coffee plantations.

During harvest season 2018/2019, production was 955,111 bags an increase of 26.71% compared to the 2013/2014 harvest season. Out of the 231 coffee producer cooperatives/producer organizations supported by the program,

there were different types of rehabilitations to their farms. Some renovated 100% of their coffee plants, some renovated less. It depended on two factors 1) the size of the farm and 2) the funds available to provide support to new plantations for at least 2 years before the first new harvest. In summary, the evaluation team concludes from our own analysis, that the project's achievements are mostly excellent and relevant to the needs of coffee growers.

c. Interventions for Coffee Rust Mitigation

The project held a series of capacity building events around the management of coffee rust and other diseases. The events encouraged the use of modern methodologies and organic inputs to minimize the use of agrochemicals and fungicides of chemical origin. Figures 4-2 and 4-3 show the number of events that were held between 2016 - 2018.

CENTA-CAFE extension agents agree that there was a reduction in the incidence of rust from 2015 - 2018 (Bálsamo-Quezalpeque and Chinchontepec regions experienced higher rates of reduction), but they do not solely attribute this to the project. The producers the project works with produce approximately 25% of the country's total production which can be appreciated in the long term. The average incidence of coffee rust in each region is detailed in Table 5-1 and Figure 4-4 (MAG, 2016 - 2018). In 2019, the average incidence at the national level in areas of higher elevation was 13.26%, medium elevation 14.12%, and in lower elevations 13.64%. The incidence of rust at the national level by the end of November 2019 was 13.79% (MAG, 2016 - 2018).

Figure 4-1: Capacity building events for coffee producers

Coffee Nursery

Coffee Nursery

Field Day

Field Day

Capacity Building Mechanization Demonstration

Capacity Building Mechanization Demonstration

Capacity Building Organic Inputs Training

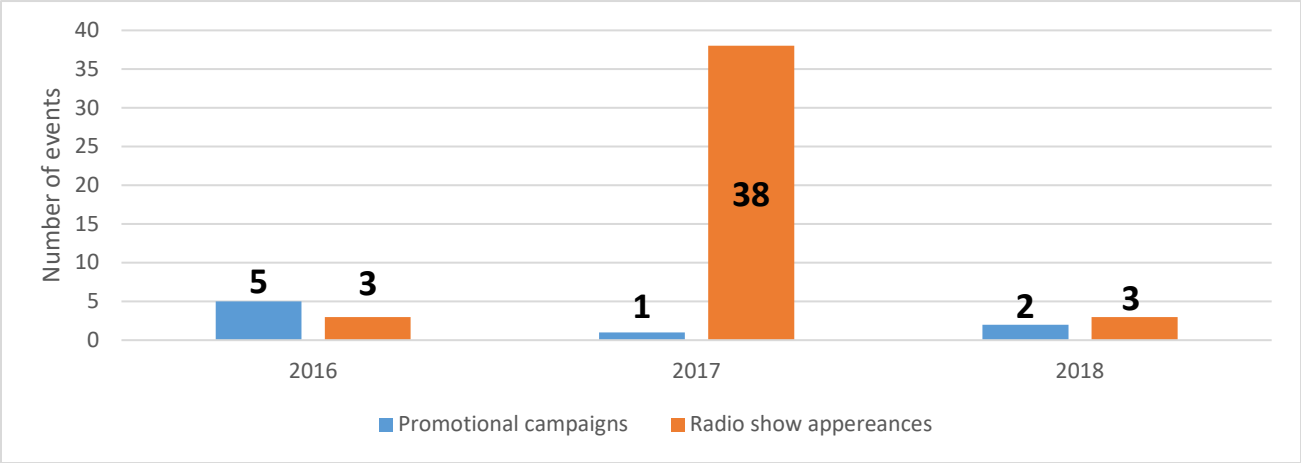
Capacity Building Organic Inputs Training

Field Day – Training Materials

Field Day – Training Materials

Source: NCBA-CLUSA: Mid Term Evaluation

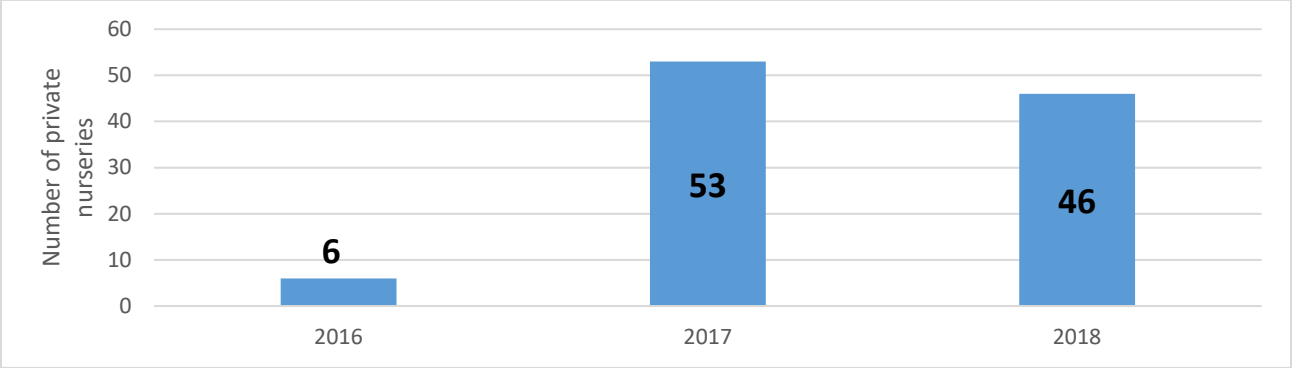
Figure 4-2 Number of promotional events about coffee rust fungus treating, by type of event (2016-18)



No events organized in 2019

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

Figure 4-3 Number of private nurseries with extended production of coffee rust fungus resistant varieties (2016-18)



No nurseries were established in 2019 as the project began its exit strategy.

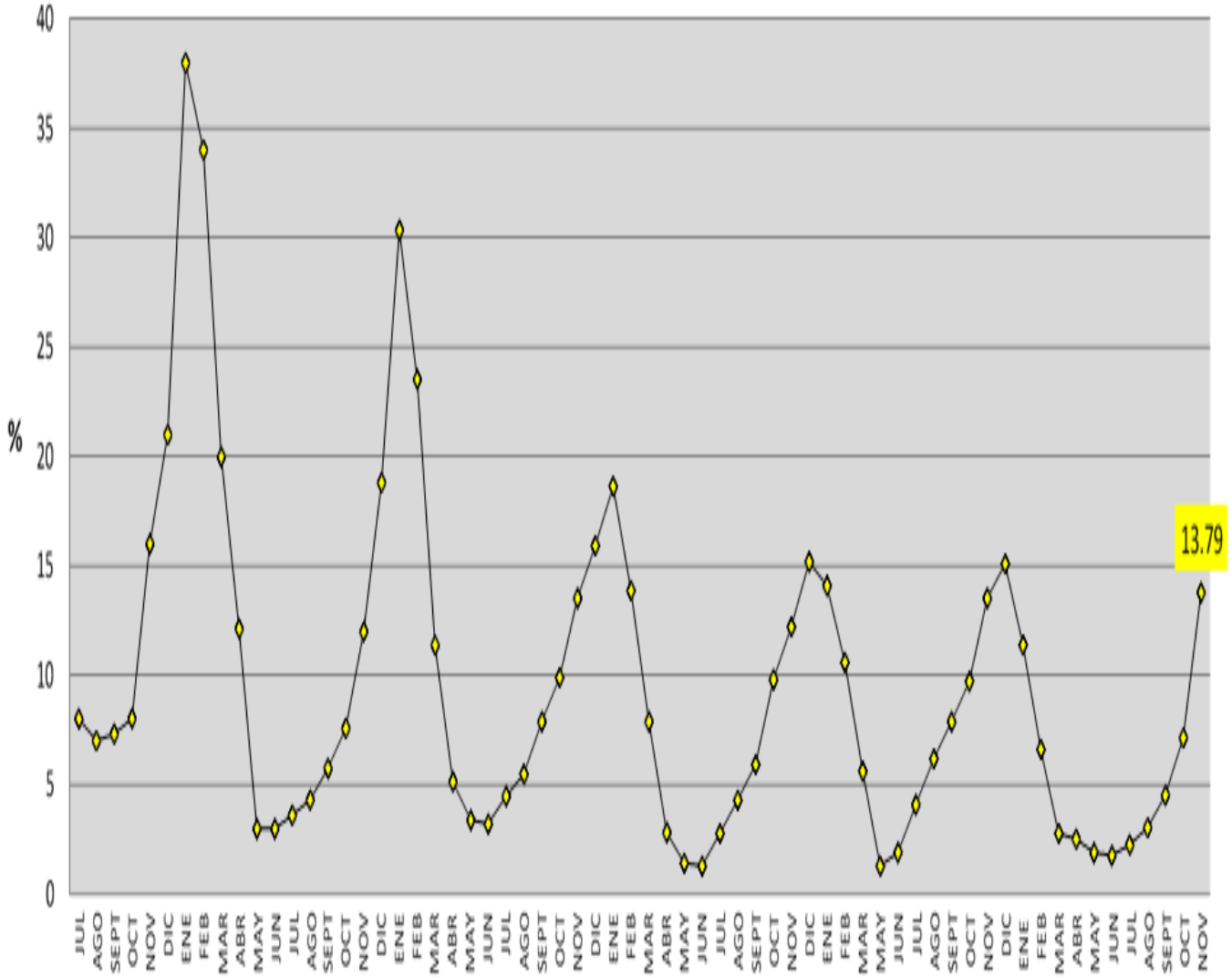
Source: Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information

Table 4-1: Average Incidence of Coffee Rust by Mountain Range

Geographic area (mountain range)	Coffee Rust Affectation (2016) - %	Coffee Rust Affectation (November 2019) - %
Apaneca-Ilamatepec	18.15%	**18.82%**
Alotepec-Metapán	10.30%	**8.32%**
El Bálsamo-Quezaltepeque	22.90%	**17.03%**
Chinchontepec	14.60%	**7.42%**
Tecapa-Chinameca	9.61%	**5.45%**
Cacahuatique	13.62%	**7.64%**
Average	14.86%	**10.78%**

Source: (MAG, 2016 - 2018)

Figure 4-4 Evolution of Coffee Rust (2015-18)



Source: (MAG, 2016 - 2018)

The incidence of coffee rust is no longer at crisis levels after the joint interventions carried out by MAG and the project. It is not possible however to separate the effect of each party's contribution. It is important to note though that during the winter months of 2019, the incidence of rust did increase; the techniques introduced by the project favor the prevention of regrowth, rather than the emergent treatment with chemical components.

MAG extension workers mitigate the effects of rust with traditional methods that only include the use of chemical fungicides and the donation of coffee trees. They do not recognize the importance of using organic fungicides and the varieties resistant to rust.

The "Organic Inputs Manufacturing Sites" established nationwide by the project, produced over half a million liters of liquid organic inputs (fertilizers and pest control), at least 25% of those inputs were for coffee leaf rust control, Bordeaux Mixture (Caldo bordelés) and Sulfocalcium Mixture (Caldo Sulfocalcico) both especially made to treat fungus. With USDA assistance, 21,607 new hectares and 17,070 existing hectares were under the improved technique.

The project implemented its first pilot test in the 2015-2016 cycle with several organizations; the pilot was done in tandem with the development of nurseries with the low-cost system. Producers were trained in the production of organic fungicides which have helped to reduce the incidence of rust (NCBA-CLUSA, 2017).

The project's strategy to reducing the incidence of diseases in plants is based on understanding the relationship between the plant, its management, and its ecosystem; a resistant variety plant, good management practices (pruning, nutrition, renovation, etc.), and soil improvement are the main components of the ecosystem. This makes for healthy plants that have the capacity to face diseases without the use of agrochemicals. Their effects should be evaluated over time.

In the beginning of 2019, the Tropical Agricultural Research and Higher Education Center (CATIE) warned about new mutations of the coffee rust fungus that attack coffee in Latin America and the Caribbean[6]; they warned that it may even affect the new hybrid varieties the project promotes. Therefore, it is necessary to continue to research and develop new varieties and emphasize the use of biofertilizers plantation management techniques the project developed. Another helpful practice the project promoted to reduce favorable conditions for fungus was the planting and maintaining of trees (leguminous, fruit or timber) to provide uniform shade.

[6] *https://www.catie.ac.cr/en/catie-news/3969-new-races-of-rust-attack-coffee-in-latin-america-and-the-caribbean.html*

5. ANALYSIS CRITERIA: EFFICIENCY

The evaluation team found that NCBA CLUSA exceeded its project goals across the nine primary components. Figure 5-1 summarizes the average progress for each of the indicator clusters under the nine components. Table 5-1 outlines the indicators by component grouped into three categories. Annex 1 outlines the total indicator base. Overall:

- ➔ 69.3% of the performance indicators exceeded project goals, on average doubling the goals.
- ➔ 25.6% of the indicators achieved between 60% to 100% of the project goals.
- ➔ Only 5.1% of the indicators failed to achieve 60% execution.

A total of 17 indicators achieved less than 100% execution. Of these, 12 were above 80% and only 5 achieved an execution below 80% (see Table 5-2).

Table 5-1: Progress of Project Components

Components	Less than 60%	60% - 100%	More than 100%	Average Progress
A1 Capacity Building - Government Institutions	0.00%	33.33%	66.67%	164.58%
A2 Capacity Building - Producer groups/cooperatives	10.00%	30.00%	60.00%	212.33%
A3 Financial Services - Facilitate Agricultural Lending	11.11%	22.22%	66.67%	197.48%
A4 In-kind Grants - Agricultural Supplies	6.66%	40.00%	53.34%	121.39%
A5 Inputs - Develop Agro dealers and/or Other Input Suppliers	0.00%	22.22%	88.88%	421.35%
A6 Market Access - Facilitate Buyer-Seller Relationships	0.00%	25.00%	75.00%	662.42%
A7 Market Access - Facilitate Private and/or Public Partnership	10.00%	10.00%	80.00%	157.28%
A8 Training - Improved Marketing and Branding	0.00%	0.00%	100.00%	170.97%
A9 Training - Improved Agricultural Production Techniques	0.00%	26.67%	73.33%	203.71%
Total	5.13%	25.64%	69.23%	256.83%

Source: Project Data Management System

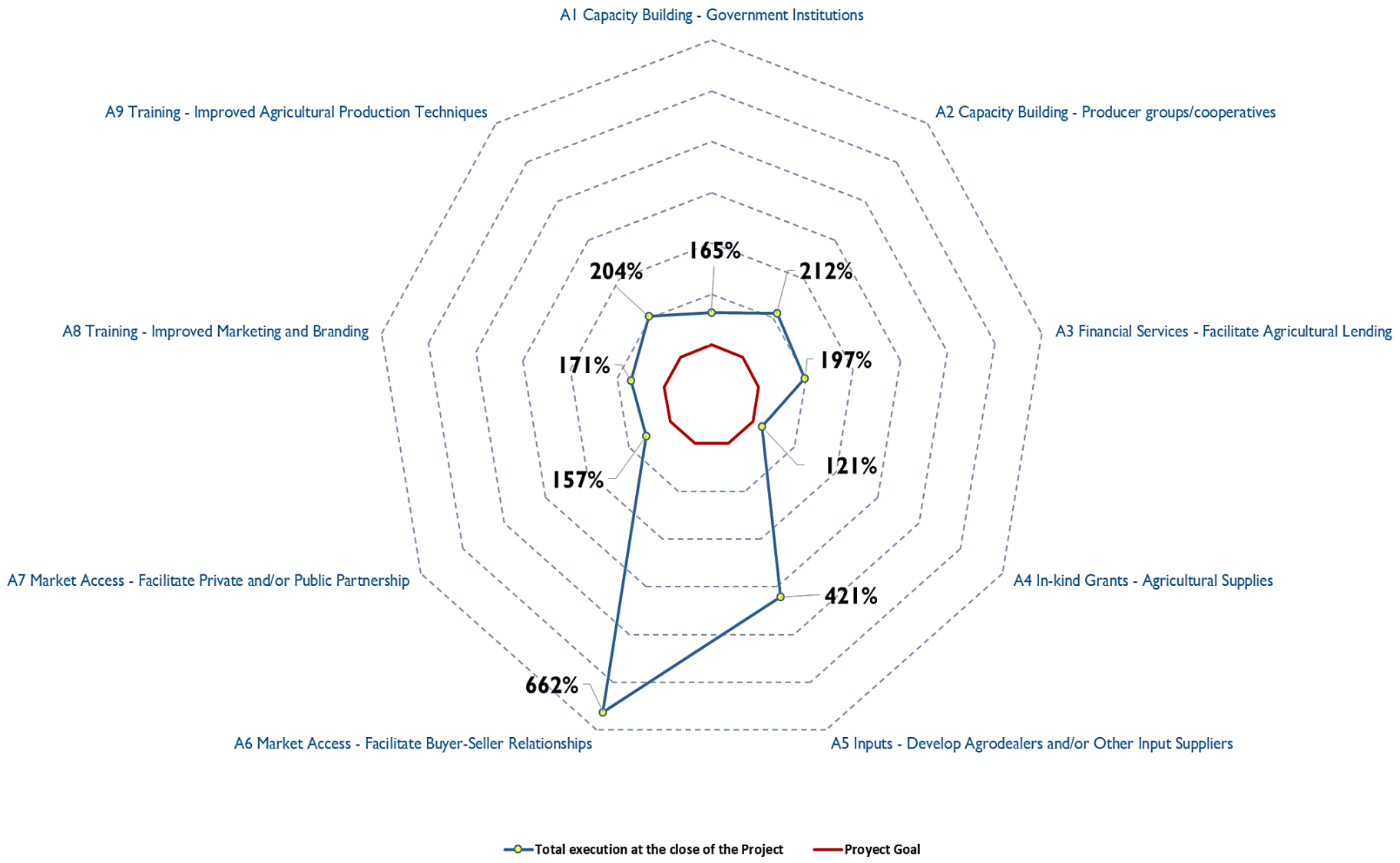
Table 5-2: Indicators with Less Than 100% Execution

ID	Activities	Results Sept 2019	Project Goals	Percentage achieved in relation to goal
2.10	Number of cooperatives benefiting from attending the public-private networking events organized with USDA assistance	13	**150**	8.7%
7.4	Value of new public and private sector investment leverage as a result of USDA assistance (public)	$ 453,730	**$ 1,750,000**	25.9%

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 after baseline)	1041	**3000**	34.7%
3.9	Number of individuals receiving financial services as a result of USDA assistance (female)	567	**1000**	56.7%
3.6	Number of individuals receiving financial services as a result of USDA assistance (male)	1960	**3000**	65.3%
4.13	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (diversified crops) (continuing)	2245	**2700**	83.1%
3.7	Number of loans disbursed as a result of USDA assistance	1483	**1775**	83.5%
4.15	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (continuing)	4010	**4500**	89.1%
6.4	Number of producer organization members benefiting from buyer/seller meeting	6726	**7500**	89.7%
5.6	Number of farmers benefiting from agriculture inputs with USDA assistance	6775	**7500**	90.3%
9.6	Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (female)	2106	**2250**	93.6%
9.5	Number of farmers who have received training on improved agricultural techniques and technologies as a result of USDA assistance	7115	**7500**	94.9%
4.2	Value (in USD) of in-kind input grants distributed to farmers with USDA assistance	$ 1,362,138	**$ 1,400,000**	97.3%
4.9	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (female)	2194	**2250**	97.5%
9.12	Total number of individuals benefiting directly as a result of USDA assistance (female)	2204	**2250**	98.0%
4.8	Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (male)	5161	**5250**	98.3%
4.3	Number of farmers receiving in-kind input grants with USDA assistance	5740	**5800**	99.0%

Source: Project Data Management System. The evaluators relied on the data collected by the project.

Figure 5-1: Summary of Primary Indicators.



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

6. ANALYSIS CRITERIA: EFFECTIVENESS

These criteria focus on analyzing the degree of performance reached across the nine components.

a. Capacity Building Government Institutions

The activities implemented under this component far exceeded what was originally targeted. These activities cemented NCBA CLUSA's working relationship with CENTA-CAFÉ's technical staff and strengthened CENTA's technical capacities in organic production, organic fertilizer preparation, and in agricultural diversification. The activities were comprised of 20 trainings related to techniques and technologies that improve coffee productivity and agricultural diversification; a total of 115 CENTA extension technicians attended.

Figure 6-1: Training Events for Government Technicians

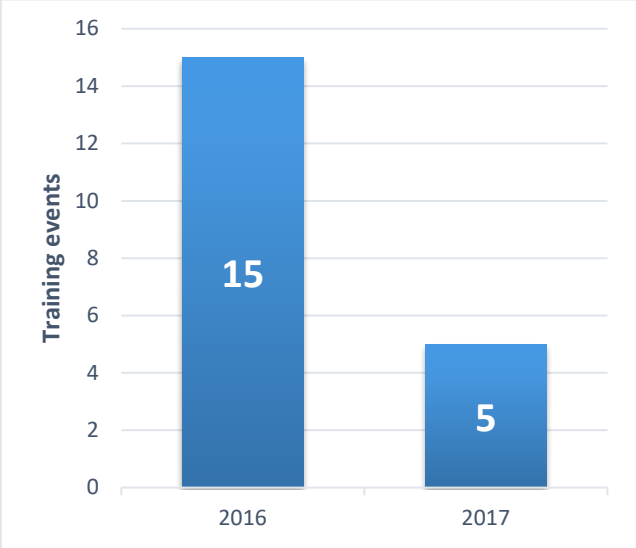
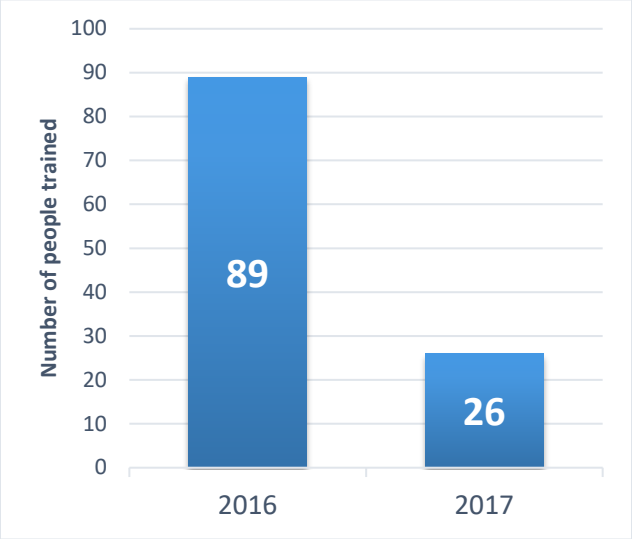


Figure 6-2: Number of Government Technicians in Training Events



No training events were organized in 2018 and 2019

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

Table 6-1 summarizes the opinions and perceptions of CENTA-CAFÉ technicians. In general, they were very positive (NCBA-CLUSA, 2017). The program trained a total of 115 government extension worker (this represented 100% of government extension workers in charge of the coffee value chain). They participated in 20 training sessions in improved coffee and diversification crop productivity techniques and technologies conducted. Based upon data collected by the project, about 30% of those extension workers were unwilling to adopt the new techniques and technologies promoted by the project; these staff worked for the government for over 20 years. The remaining 70% were new extension workers hired by the government to become part of the recently open extension agency (CENTA-CAFÉ). Most were recent graduate students and/or were younger (25 - 30 years old). They were more receptive to adopt and replicate the new techniques and technologies promoted by the project.

Table 6-1: CENTA-CAFÉ's Technical Team Feedback

	Eastern Zone	Paracentral Zone	Western Zone
What is your evaluation of what the project has achieved overall?	Excellent	Excellent	Very Good
What's the best achieved?	1. Training on organic and commercialization 2. Equipment delivery 3. Support to CENTA on field days.	Training	1. Training - Technical support and coordination to CENTA-CAFE. 2. Introducing new production technologies and coffee processing.
What needed improvement?	1. More coordination with CENTA. 2. Be closer to CENTA.	1. Commercialization 2. More time for nursery development and larger bags 3. Agreement on the variety to promote	1. Provide more time for plant growth using the organic technologies. 2. Improve work with nursery managers. 3. Better cared for plants with greater evolution. 4. Manage bag size issue better 5. Conduct more evaluations on the quality and relevance of the plant for soils. 6. Premises need to be assessed to lower costs on the planting process as it cannot always be achieved. 7. Better support qualities of products to process coffee. 8. Support coffee commercialization techniques.
Were interventions relevant?	Yes, organic was necessary.	Yes, but those who needed it most were not supported.	Yes, because it has introduced new production techniques and improved commercialization conditions and value-added generation. The project was more effective with small producers and created association groups.
How was project coordination?	Yes, but did not coordinate the coffee variety to be promoted.	Yes, at all levels.	There was very good coordination among regional leaders of both teams and the technical team They work based on local coordination meetings
Any suggested changes?	1. Strengthen CENTA-CAFE 2. Join efforts 3. Improve nursery planting programs	More training on commercialization and nurseries management.	1. Processing by producers 2. Introduction in certain zones of rainwater collection 3. Continue with mechanization efforts 4. Hold more business round tables to improve commercialization 5. Study other agricultural diversification options, especially honeybees.
Were project efforts sustainable?	Sustainability is not assured; more time is necessary with the farmers.	Sustainability is not assured; the organic practice is too new, and the project term is too short.	It is necessary to transfer technology and work instruments from NCBA CLUSA to CENTA for continued technical support, mainly on organic techniques and technologies.

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

It should be noted that it was not possible for the project to completely conclude activities related to market information systems and early warning through the coffee field mapping. For example, the project developed Android App for the coffee leaf rust early warning system, the government unfortunately had not yet earmarked

any budget to procure equipment necessary to put it in practice. The evaluator recommends that future programming should include this concept.

b. Capacity Building for Extension Workers (Cooperatives and Producer Organizations)

The average progress of the indicators achieved under this component was 212.3%. This component achieved the best results in the project. The main working instrument here was the identification and training of extension agents within the staff of cooperatives and producer organizations as part of the ECAS methodology.[7]

The project trained 575 community extension agents in 93 Events (achieving 139% of its target) through the Farmer Field School; as a result, an estimated 4,000 farmers received direct or indirect training/benefits from the community extension workers trained by the project. (see Figures 6-3A and 6-3B).

Figure 6-3A: Number of training events for extensionists in cooperatives and producer organizations, by type of training and year

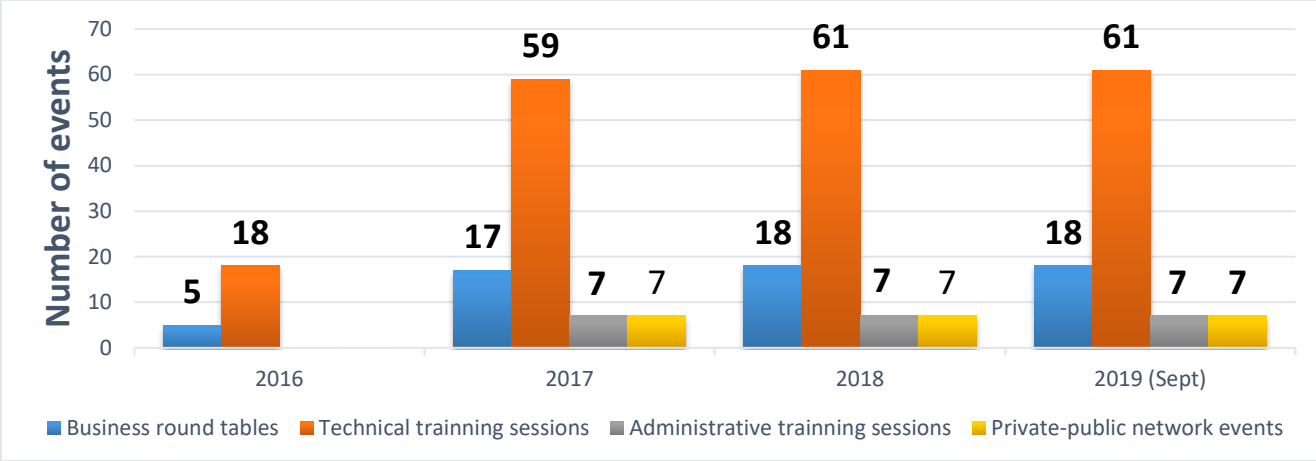
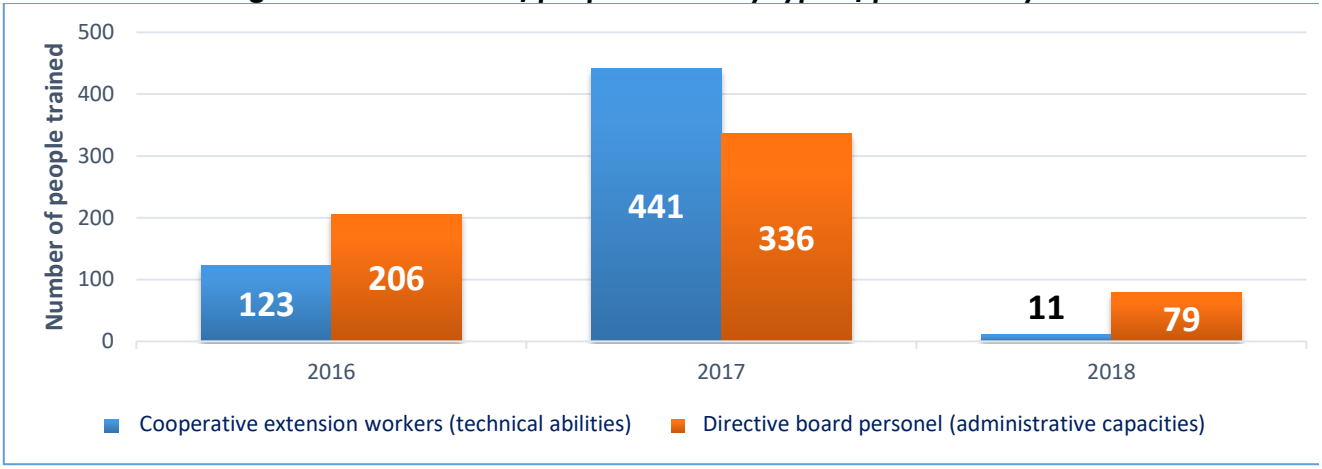


Figure 6-3B: Number of people trained by type of person and year



No training events were organized in 2019

Source: on the information comes from the NCBA CLUSA Data Management System

[7] *ECAs is a targeted teaching and capacity building mechanism that gives farmers the opportunity to test and improve techniques by introducing new elements. To test techniques, a field plot shared by several farmers is used. As a result of this method, farmers adopt and implement the new techniques on their own. ECAs use the principles of informal adult education; it understands that producers already have knowledge in the subject matter and are there to enhance this.*

For the survey, the sample size was 1,263 (15% of 7,500 Program Beneficiaries); specifically, in the following areas: Apaneca-Ilamatepec 264; Alotepeque- Metapán 144; Chinchontepec 227; Cacahuatique 163; Tecapa- Chinameca 226; El Balsamo-Quezaltepeque 239. According to the evaluation team's survey, 83% of respondents confirmed that an ECA was developed in their cooperative or producer organization and 74% of respondents confirmed that they participated in one. Across the six regions, Apaneca-Ilamatepec, Cacahuatique and El Bálsam reported having more ECAs performed as compared to the other regions. The ECAs were a very practical and economical method to disseminate knowledge and learn new technologies in coffee production and agricultural diversification. According to the survey, 69% average of surveyed identify the project as their main provider of technical assistance in the last three years (see Table 6-2). Chinchontepec with the highest with 94% and Alotepeque-Metapán the lowest with 43%.

Table 6-2: Project Provided Technical Assistance by Geographic Area

REGION	CENTA-CAFÉ	MAG	Asociación Salvadoreña del Café	PROCAFE	NCBA-CLUSA	Otro
Apaneca- Llamatepec	25%	0%	0%	0%	69%	6%
El Bálsamo -Quezaltepeque	15%	4%	4%	4%	69%	4%
Tecapa -Chinameca	0%	0%	8%	0%	83%	8%
Cacahuatique	30%	7%	0%	0%	57%	7%
Chinchontepec	3%	0%	0%	3%	94%	0%
Alotepeque-Metapán	25%	5%	5%	20%	43%	2%

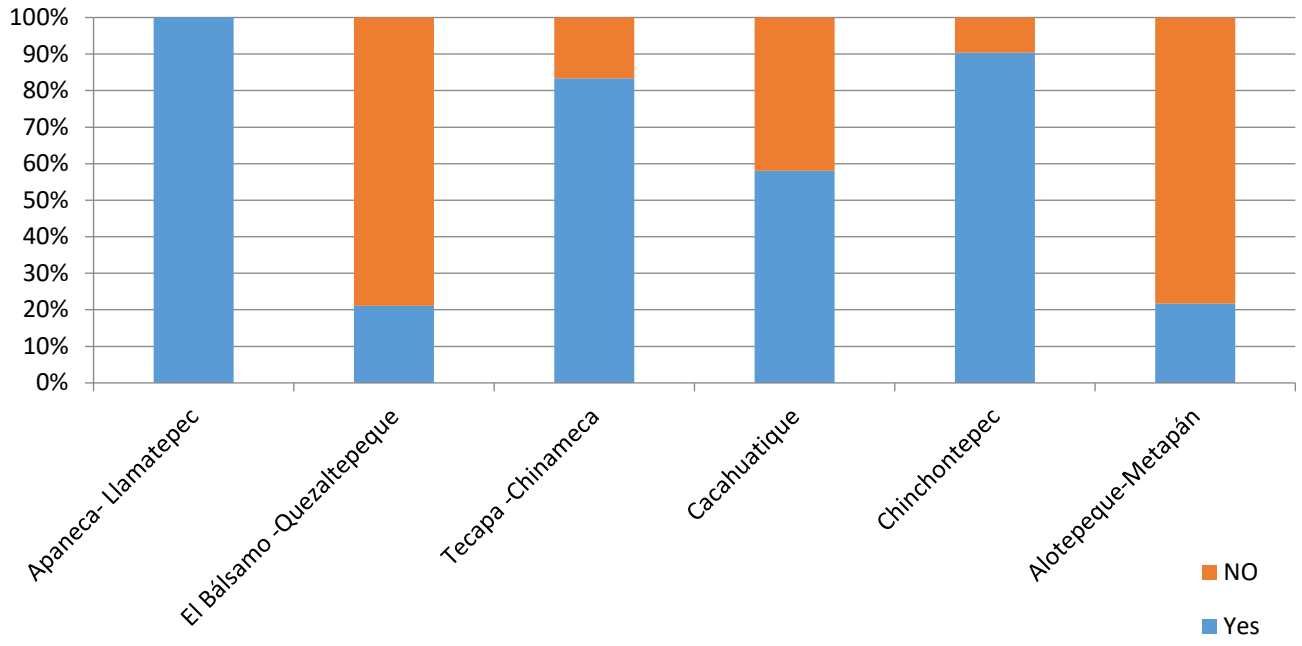
Source: Survey between producers supported by the project

When data disaggregation is done by mountain range, to the question whether the project's technical assistance met their needs:

- Apaneca-Ilamapec, Tecapa-Chinameca and Chinchontepec reported the highest percentages averaging 91.2% for these three mountain ranges (100%, 83.3%, 90.3% respectively)
- El Balsamo-Quezaltepeque, Alotepeque-Metapán, and Cacahuatique regions reported the lowest percentages averaging 33.6% for these three mountain ranges (21%, 21.7%, 58% respectively)

Furthermore, 71% of respondents indicated that the technical assistance was received in a timely manner and that the project's efforts were well coordinated; 28% declined to answer the question.

Figure 6-3C: Perceptions of Whether Technical Support Met Needs and Expectations



Source: Survey of project-supported producers

c. Capacity Building in Marketing and Brand Improvement

This component was sensitive with the producers as a majority of them had little experience or knowledge on the subject matter, so it was challenging to get the producers to attend the trainings. But the project managed to exceed its goals (achieved 193.8% of its target). It organized 39 training events in marketing techniques and 715 staff from cooperatives and producer organizations attended (119.2% of the expected goal).

Under this activity, the project reached the following targets:

- 715 producer organizations staff were trained in marketing techniques with a goal of 600 (119%);
- 31 training sessions in marketing techniques conducted for cooperatives and/or producer organizations staff with a goal of 16 (193%);
- 8 promotional campaigns were supported that benefited producers affected by coffee rust with a goal of 4 (200%);
- 12 distinct markets to which selected agricultural products were exported as a result of USDA assistance with a goal of 5 (240%); and

39 signed agreements (contracts, MOUs etc.) between buyers and sellers as a result of USDA assistance with a goal of 20 (195%).

Figure 6-6A: Marketing Training Events

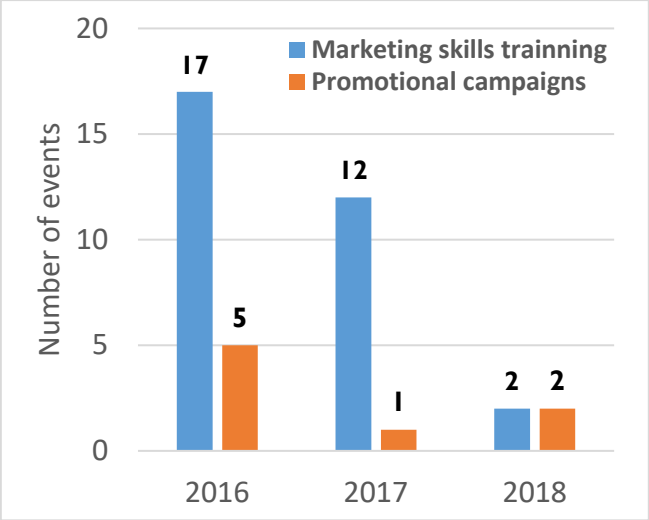
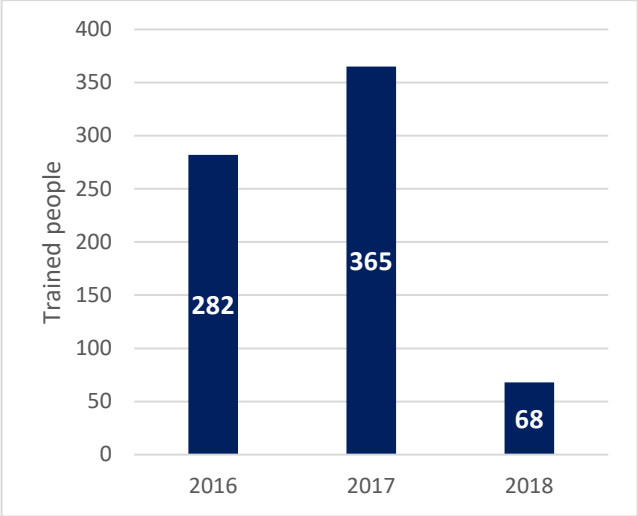


Figure 6-6B: Number of Persons Trained in Marketing and Branding



No training events were organized in 2019

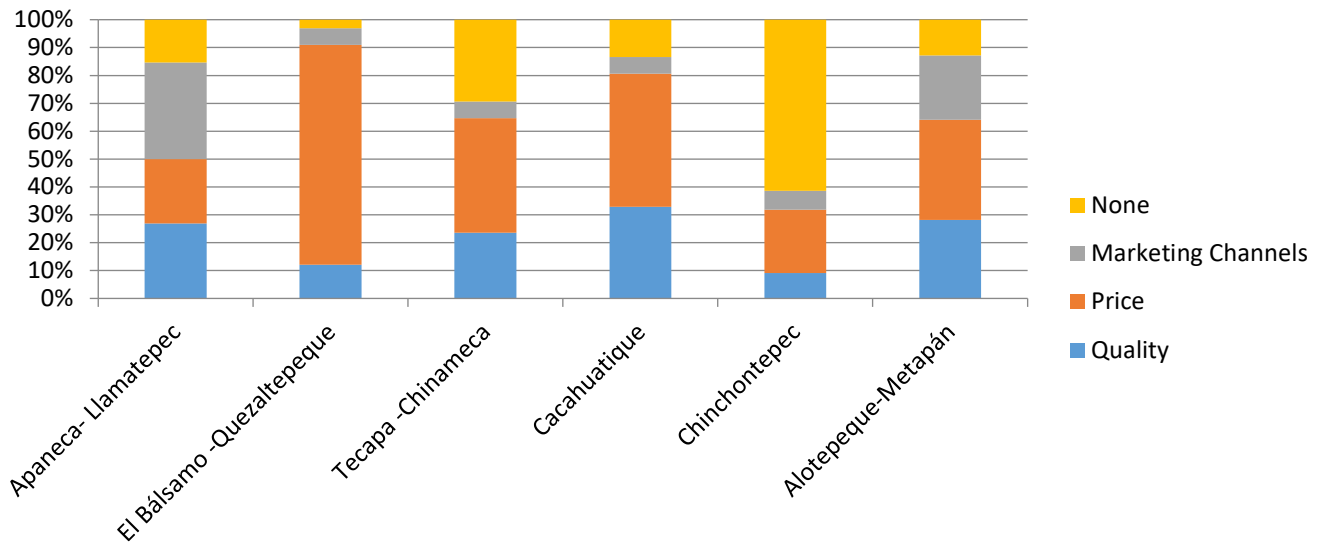
Source: Source: Internally produced based on information of the NCBA CLUSA Monitoring System and complementary information

Despite the project's efforts, the activities under this component had a modest impact on marketing issues. The survey results indicated that:

- ➔ Producers mainly learned about the management of coffee prices at the events.
- ➔ To a lesser extent, they learned about quality and marketing channels.
- ➔ In Chinchontepec, the knowledge of marketing concepts was lowest. Only 41% of respondents remembered the topics taught to them; the rest did not remember any particular concept.

See Figure 6-6C below for more details.

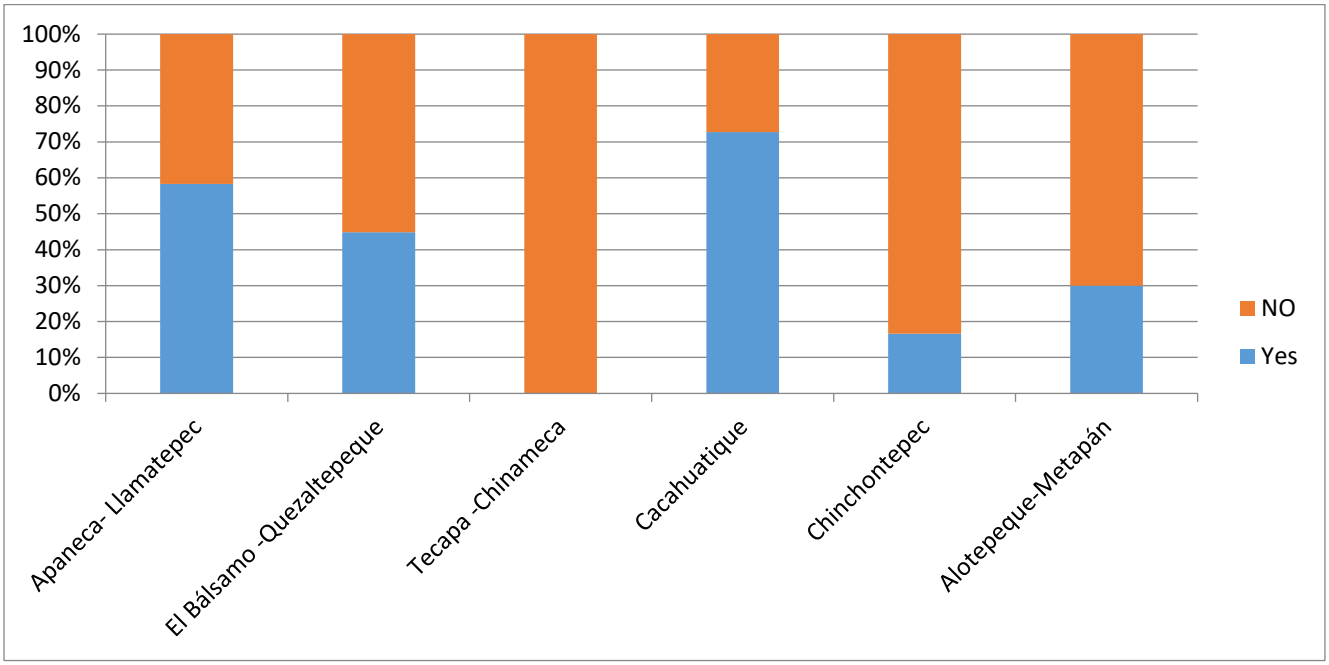
Figure 6-6C: Perceptions of Marketing Concepts Learned



Source: Survey between producers supported by the project

Most producers had little knowledge of specialty coffees buyers (see Figure 6-6D). Therefore, it is necessary that continued support and monitoring be provided so that the marketing processes continue and that the producers meet export standards. On this issue, the role that the entities that support the processes of PDO that the six coffee producing mountain ranges have developed is vital.

Figure 6-6D: Perceptions on Special Coffee Buyers Knowledge

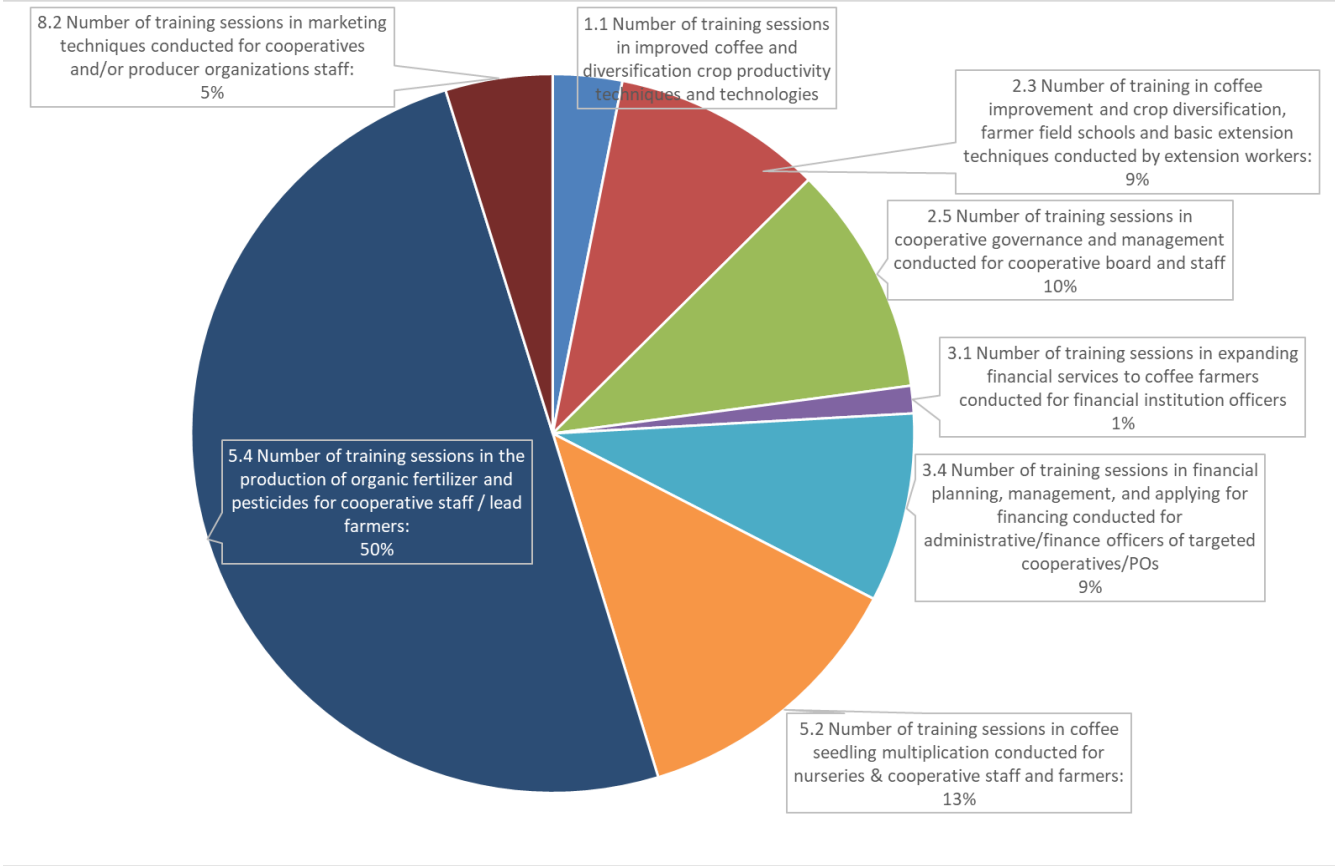


Source: Survey between producers supported by the project

d. Capacity Building on Agricultural Production Techniques

Figure 6-7 shows that 85% of the trainings were focused on improving agricultural production and 15% were on cooperative administration. Trainings around "agricultural productive sector" and "food security" made up 74% of the total events. These trainings directly benefited 7,115 beneficiaries. Topics covered included organic agriculture, vegetables and basic grains (beans, corn and sorghum), disease management with organic products for beans and coffee, and marketing techniques for special coffee. For these activities, the project developed educational cards for the field schools. Examples of the developed training instruments are shown in Table 6-2 and Figure 6-7B.

Figure 6-7A: Distribution of Training Events



Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

Figure 6-7B: Examples of Project Developed Educational Booklets

Table 6-3: Project Developed Educational Booklets

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, procedures, 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
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

Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

e. Financial Services for Coffee Producers

In El Salvador, accessing finance through formal institutions have been difficult for coffee producers. This was one of the priorities for this project. Since the rust crisis (2011-2013), the financial sector reduced its coffee financing. To make matters worse, the crop forecast shows that coffee's future is not promising because of the continued incidence of rust and climate change. One of the criteria for determining the amount of funding that changed dramatically is the production base to finance. Previously, the average of the last four harvests was used; now, the criteria depends on the opinion of its field technicians that assess the condition of the harvest forecasts. This approach complicates the situation for the producer affected by rust, because their funding amount has been drastically reduced because of their yields. It is a vicious circle in which the producer can only come out with additional funding for investment in planting.

To mitigate some of these issues, the project signed MOUs with BANCO HIPOTECARIO and BANCO DE FOMENTO AGROPECUARIO to create awareness around the banks' financial products and services available. In total, 33 bank officials attended 3 awareness events organized by the project. The Coffee Technical Conversation was another awareness event took place in one of the cooperatives at the field level (La Majada) where 5 bank officials attended.

The project also organized 55 training sessions on financial planning and management for 498 cooperative and POs administrative and financial staff which is 343% of the target. The project was an intermediary that facilitated credit access. It helped 2,527 producers receive loans (78% men and 22% women). Of this group, 1,483 credits totaled $10,329,630 (73% men and 27% women), which is equivalent to an average of $4,088 per credit granted. The average amount of credit obtained by female coffee producers was 25% higher than their male counterparts (see Figures 6-8A, 6-8B and 6-8C). 79.3% of the loans granted have been managed by cooperatives or producer organizations and 21.7% by individual producers (see Figure 6-8D and Figure 6-8E)

Figure 6-8F shows the distribution of credit amounts granted by geographical area. There is strong concentration in Apaneca-Ilamatepec (86.5%) and El Bálsamo-Quezaltepeque (11.3%), leaving only 8 credits approved in the other four regions (2.2%).

Figure 6-8A Number of people who received financial services by gender

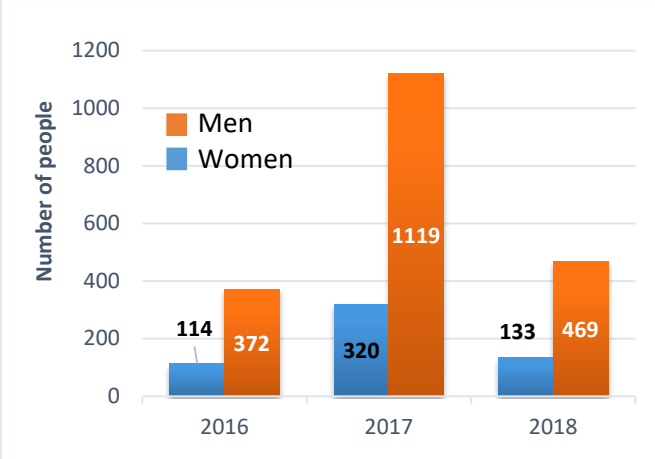


Figure 6-8B: Number of loans granted per year

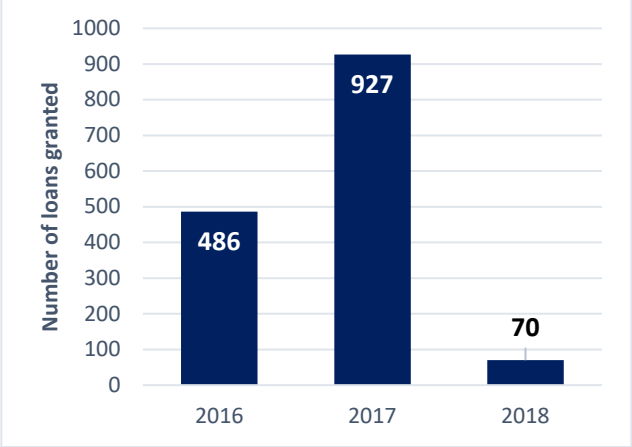


Figure 6-8C: Value of loans disbursed by gender

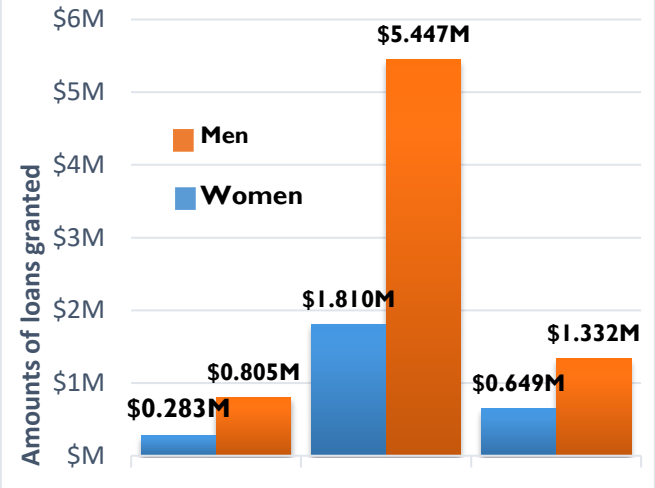


Figure 6-8D: Percentage value of loans for agricultural activities by beneficiary type

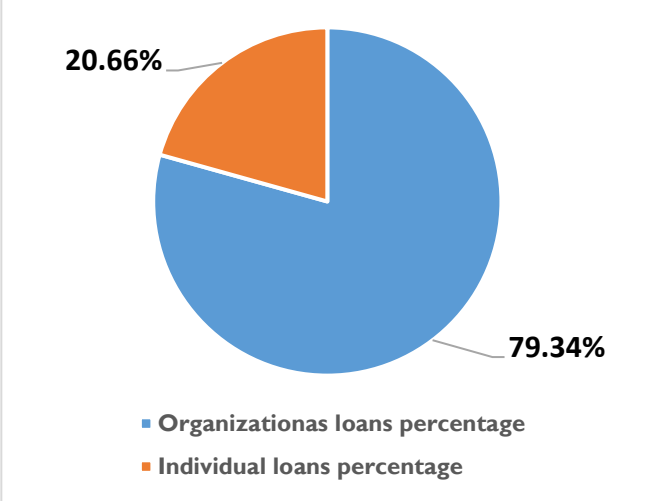
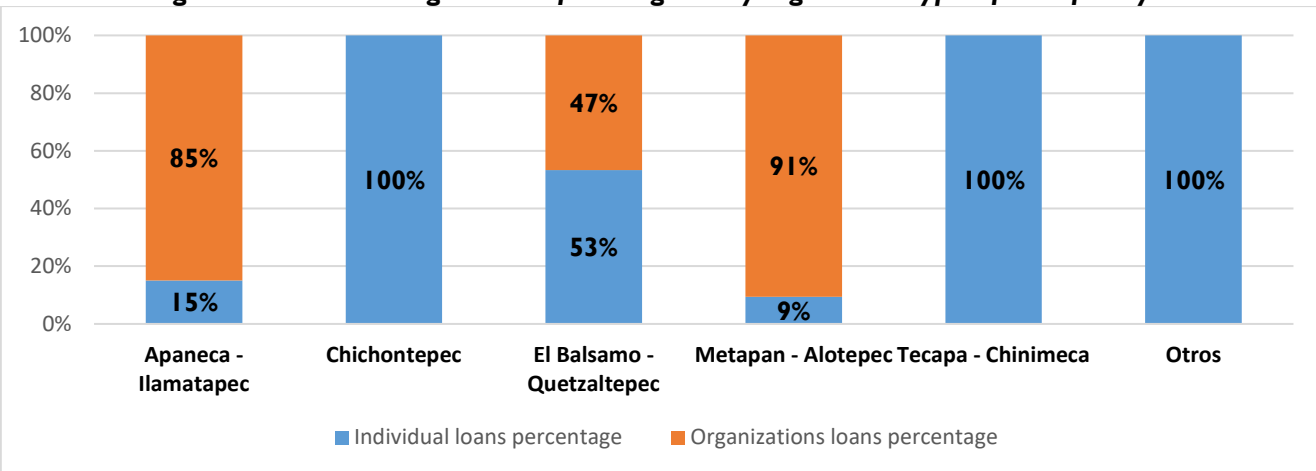


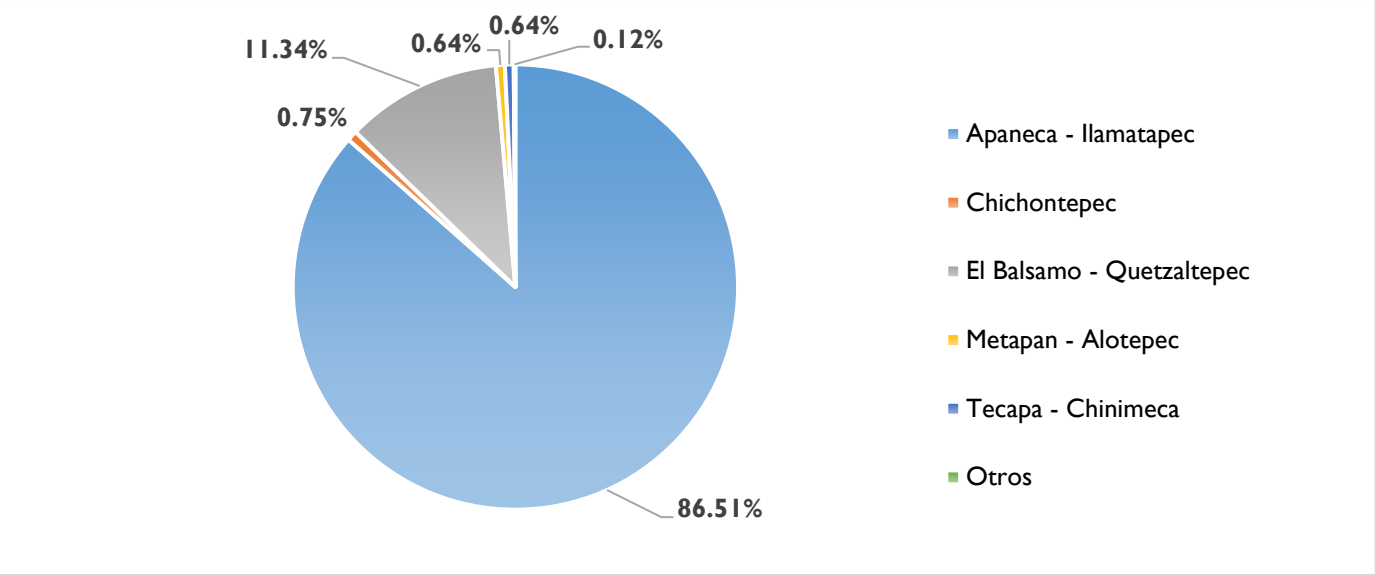
Figure 6-8E: Percentage value of loans given by region and type of beneficiary



No financial arrangements or credits were documented in 2019

Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

Figure 6-8F: Value distribution of loans disbursed by region (in millions of dollars)



Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

The Salvadoran Government has committed to continuing some of the interventions post-project. They are currently developing three initiatives that help coffee producers access credit:

i. The Special Trust for the Agricultural Sector (FIDEAGRO) has been financially strengthened with (Law of the Special Fund for Resources from the Privatization of ANTEL (FANTEL) funds to reactivate the coffee sector with $6.5 million.[8]

ii. The Committee on Finance and Budget Special of the National Legislative Assembly agreed on the GOES accessing Central American Bank for Economic Integration (CABEI) funds of up to $86 million for the "Coffee Renewal Program - High Productivity, Sustainability, and Resilience in El Salvador". This initiative can continue to support the renovation work in the 6 regions where the project worked. 22,390 coffee producers from the six coffee mountain ranges would benefit and of this total, 27.44% would be women.[9]

iii. The Legislative Assembly for The Law for the Creation of the Coffee Production Support Trust (FAPCAFÉ) issued a $83.5 million fund to the Development Bank of El Salvador (BANDESAL) to support coffee growers with debt difficulties. This fund will be used for renovation and restructuring coffee farmers' debt and strengthening the sector. $10 million has already been approved and $70 million will be issued in securities, which will be used for debt restructuring.[10] The remaining $3.5 million is expected to be generated by interest as per the conditions of the law.

[8] *Ministerio de Agricultura y Ganadería de El Salvador. (29/11/2017). http://www.mag.gob.sv/gobierno-presenta-anteproyecto-de-ley-para-reactivar-sector-cafetalero-con-fondos-fantel/ (4/12/19)*

[9] *Ministerio de Agricultura y Ganadería de El Salvador. (12/03/2019). http://www.mag.gob.sv/diputados-de-la-comision-de-hacienda-acuerdan-reformar-contrato-de-financiamiento-de-us86-millones-para-la-renovacion-cafetalera-provenientes-del-bcie/ (4/12/19)*

[10] *Ministerio de Agricultura y Ganadería de El Salvador. (http://www.mag.gob.sv/ministro-de-agricultura-y-ganaderia-informa-sobre-el-fideicomiso-de-apoyo-a-la-produccion-de-cafe-fapcafe-ante-la-comision-agropecuaria-de-la-asamblea-legislativa/ (4/12/19)*

It is important that NCBA CLUSA be a resource to the newly started USDA MOCCA project[11] so that MOCCA can leverage NCBA CLUSA's work.

f. Agricultural Inputs Donated by Project

The project donated the following via in-kind grants:

- *Improved Seeds:* Seeds varieties resistant to rust were identified and certified by the Ministry of Agriculture and Livestock. This was important because one of the differences between improved varieties and traditional coffee nurseries is that there is no certainty of the genetic quality of the seed used in traditional nurseries. In one of the evaluation team's interviews, a coffee producer from Berlin (Usulután, from the Tecapa-Chinameca mountain range) reported that the government donated coffee seedlings that his cooperative received had incidence of rust, unlike the project donated coffee seedlings. In this same mountain range, the coffee producers were very pleased with the seeds delivered for agricultural diversification and reported good results because they used organic technologies. Some of these results included reduced costs for fertilizer and pest control and the producers were able to obtain higher prices.

- *Various Inputs*: Inputs related to the restoration of soil health were distributed to beneficiaries. These materials contributed to the preparation of organic insecticides and fungicides, liquid and solid organic fertilizers with microorganisms, and organic Bocashi fertilizers, biofertilizers, and controllers.

- *Equipment*: Equipment related to improving labor efficiency such as motorcycle scythes and soil-drillers were delivered to beneficiaries; these tools improve field performance in weed control tasks as well as choking for coffee planting, respectively. The equipment was well received by farmers as it reduces the cost and time of labor.

In total, the project made 8,493 donations totaling $1.36 million; this benefited over 12,000 producers and farmers (mainly during 2016 and 2017). This achieved 121% of the programmed goal. NCBA CLUSA delivered 93% of its in-kind donations in the early stages of the project. This is logical because most of the inputs needed to be delivered early on so that follow up in the latter years of the project can be done. (see Figures 6-9A and 6-9B).

[11] *MOCCA is a five-year project funded by the U.S. Department of Agriculture. It is implemented by a consortium led by TechnoServe. The Project has four objectives: (i) Strengthened market systems for more profitable coffee and cacao farmers, (ii) Rehabilitating and Renovating Coffee and Cacao Farms, (iii) MOCCA leverages the resources of the private sector to drive incentives for a more resilient and growing trade of coffee and cacao.*

Figure 6-9A: Donations of agricultural inputs distributed to producers

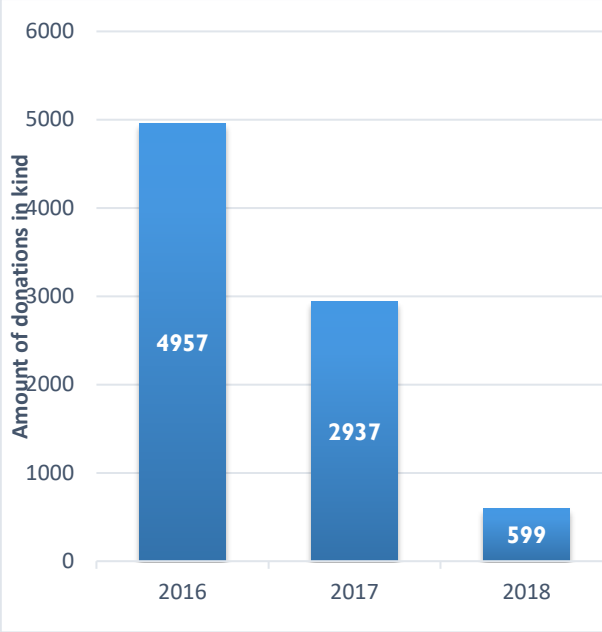
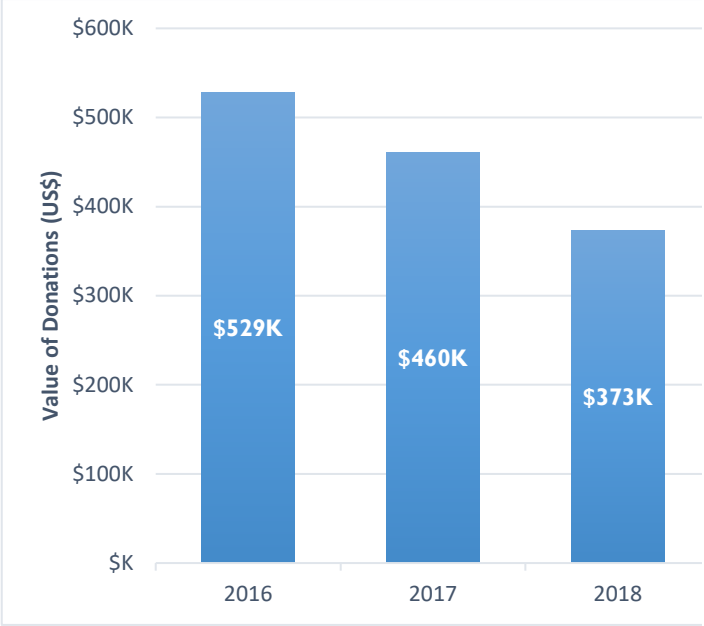


Figure 6-9B: Value of donations distributed to producers (US$)



No donations in 2019

Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

g. Development of Agricultural Input Distributors

The project achieved 421.4% of its expected goal under this component. This is equivalent to having tripled its goal. The remarkable progress is due to project's promotion of nurseries to generate coffee seedlings. All of the nurseries established by the project promoted 13 new coffee leaf rust varieties. Another activity that positively impacted this component was the use of field days. Field days include demonstrations that promote practical learning and technical exchanges. They also facilitate relationships between agricultural input suppliers and coffee producers. Field days are unprecedented in El Salvador; it was a great platform for the project to promote new techniques and technologies related to organic production. It was also an opportunity elicit support from MAG and CENTA staff (NCBA-CLUSA, 2017).

In total, the project organized 281 field days, which is 100.4% of its goal. 179 business links were also created among cooperatives, producer organizations and input suppliers at these field days, which is 127.9% of its goal. According to the project's, 21,728 people benefited from these activities which is 101.1% of its goal.

It should be noted that the field day model the project employed is far more hands-on as compared to MAG's approach. The government's model only donates plants to the producers and supports a small group of traditional nursery entrepreneurs; MAG utilizes FANTEL funds to donate on average 12 million plants per year. Nursery growers that work with MAG received training from the project on the development of coffee seedlings to verify the quality of the plants. Generally, producers that received project donations maintain relationships with CENTA-CAFÉ technicians. From May – August, CENTA technicians spend most of their time managing the distribution, delivery, and documentation of in-kind donations from MAG. The project however was committed to strengthening the capacities of cooperatives to create their own nurseries with low-cost technologies and the introduction of organic inputs.

In the FGDs, some of the producers reported that the delivery of the plants from MAG undermined the practices promoted by the project. The principal issue was the size of the plant. The project did consider using smaller bags to reduce costs; smaller plants however require greater care in their first days of development. The producer prefers the larger donated plants even though they were not considering the associated risk of not knowing its origin (i.e. its variety and sanitary status).

The project has a number of successes under this component. The Association of Producers PIEDRAS AZULES' nurseries originally had more than 30,000 plants, both for the use of its members and for sale. With the project's assistance, the Association is expanding its capacity to 120,000. They have contracts with CASSA and HOLCIM (for 15,000 and 8,000 plants respectively) for their corporate reforestation campaigns. Additionally, the Association continues to produce biofertilizers; they will expand their capacity to 9000 liters per month (see Figure 6-9C).

Figure 6-9C Association of Producers PIEDRAS AZULES

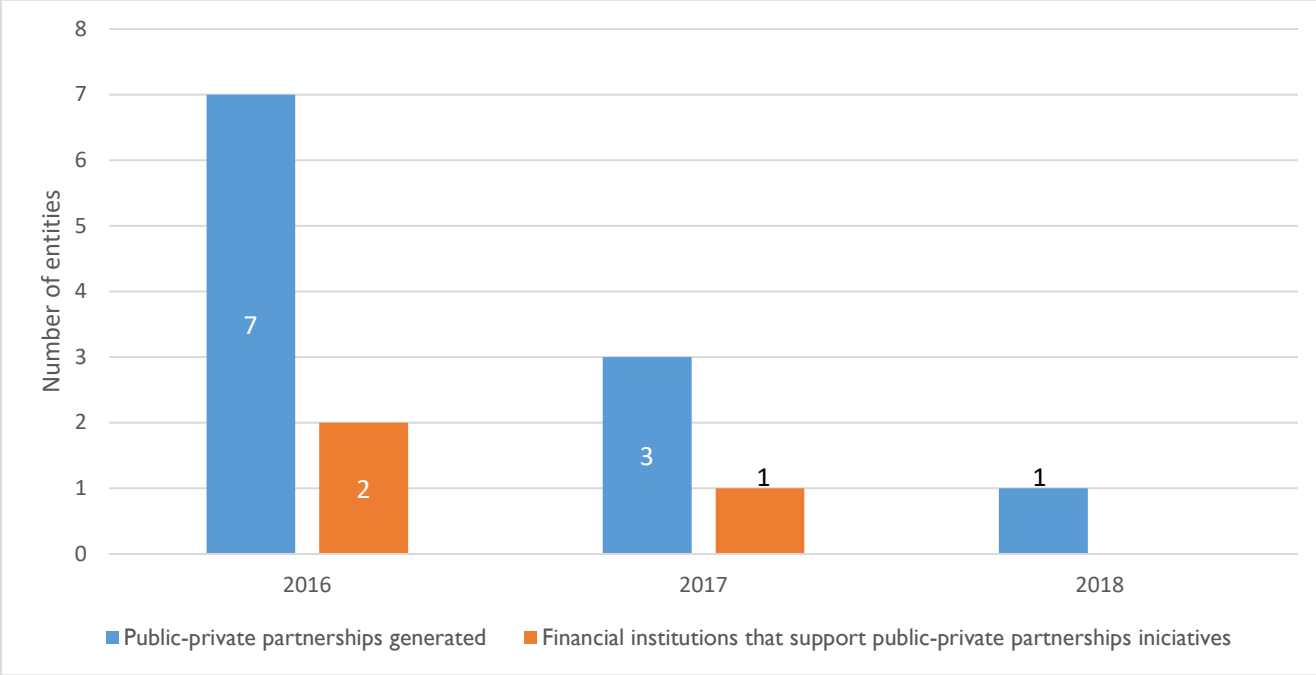
h. Creating and/or Strengthening of Public-Private Partnerships

The project achieved 157.3% of its goal under this component, see Figure 5-1. The activities under this component are associated with the following interventions:

i. Co-investment processes formed with the General Directorate of Rural Development of the Ministry of Agriculture (DGDR-MAG) and other national financial entities. In total, 11 co-investments were made from a co-investment fund managed by DGDR-MAG with IFAD financing. The project included some of its producers in these funds as well.

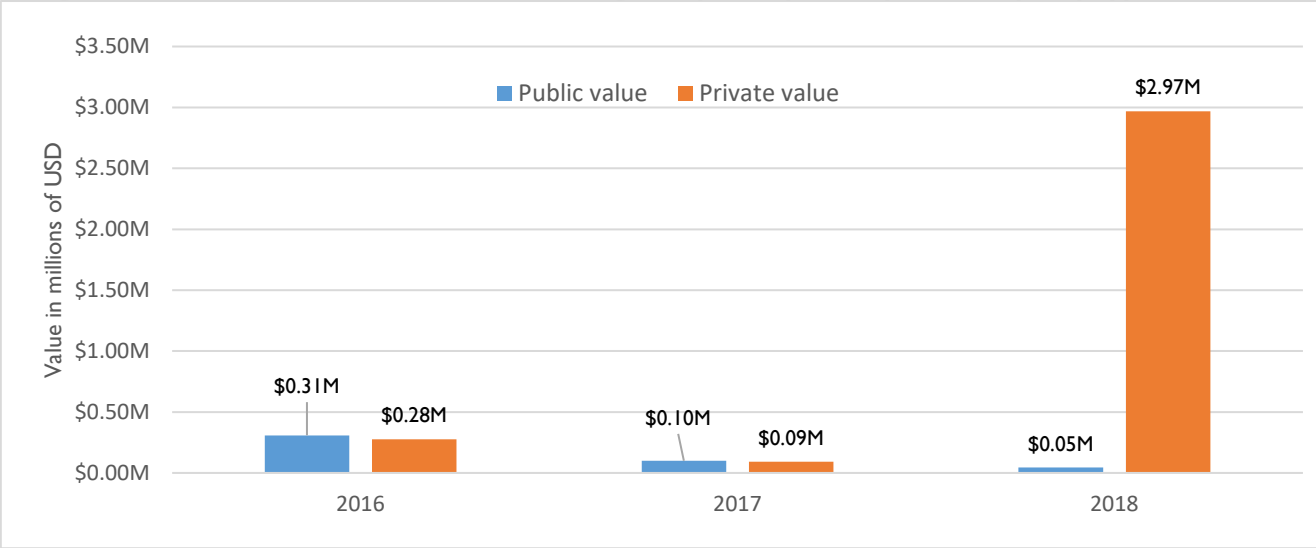
ii. The project technically and financially supported the creation of Protected Denominations of Origin (PDO)[12] of the coffee produced in the 6 project regions. Because of project assistance, two PDOs are now formally registered with the National Intellectual Property Registry (Apaneca-Ilamatepec and Metapán-Alotepec) and the other four are in the final stages of processing. In all cases, the creation of an Administrative Entity of the PDO was strengthened and the process of creating its technical, legal and financial instruments have been supported to begin operations.

Figure 6-10A: Number of public-private partnerships created



[12] *Protected Designation of Origin (PDO) is the name of a geographical region or specific area recognized by officials to produce certain foods with special characteristics related to location. The PDO regulation covers agricultural products and foodstuffs that are produced, processed, and prepared in a given geographical area using recognized know-how in this specific zone. Therefore, it is very important for food producers and regulatory institutions to determine and quantify the specific quality parameters of such products to avoid fraud and confirm their geographical origin.*

Figure 6-10B: Value of new investment leverage for public-private partnerships, by type of value



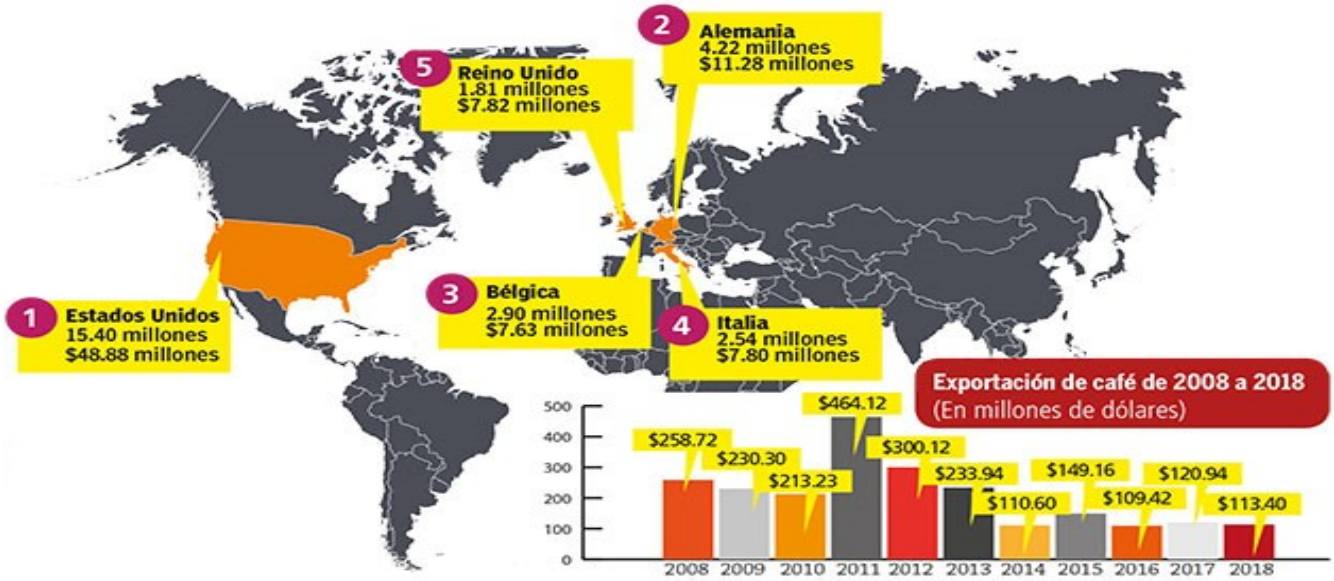
No investments in 2019

Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

i. Facilitate Market Access

The main destinations for Salvadoran coffee exports is the United States, followed by Germany, the United Kingdom, Belgium, and Italy (see Figure 6-11). Recently, exports have been made in the markets of Asian countries as well, especially Japan and Korea (BCR, 2018). The project made important efforts to open new markets and bring new international buyers to Salvadoran coffee growers.

Figure 6-11 Main destinations of Salvadoran coffee exports.



Source: https://elmundo.sv/la-exportacion-de-cafe-en-2018-fue-la-tercera-mas-baja-en-una-decada/

The project achieved 662.42% of its expected target under this component. The project held 34 business meetings with buyers and sellers, which is 283.3% of its target. In those meetings, 1,059 links were established between sellers and buyers. Of those links, the project facilitated partnerships with 34 international buyers, for which 55 samples of coffee were sent by direct intermediation of the project. To date, the project facilitated 39 international sales contracts for specialty coffees, with the prospect of creating permanent sales relationships with these international clients. See Figure 6-12B for examples of such contracts.

The project recorded 23,514 metric tons in total sales, which amounts to $94.8 million and 4,522 metric tons of complementary agricultural products (sweet pepper, zucchini and beans, mainly), for $3.8 million. Because of project interventions, a total of 29,102 jobs were created; 20,475 for men and 8,627 jobs for women.

Figure 6-12A: Total sales by volume (metric tons)

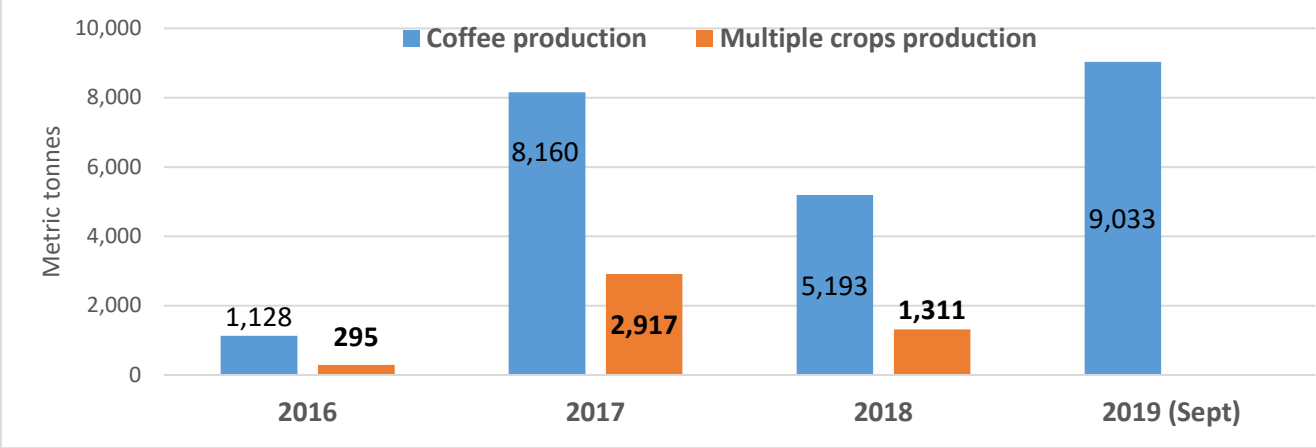


Figure 6-12B: Total sales by value (US$)

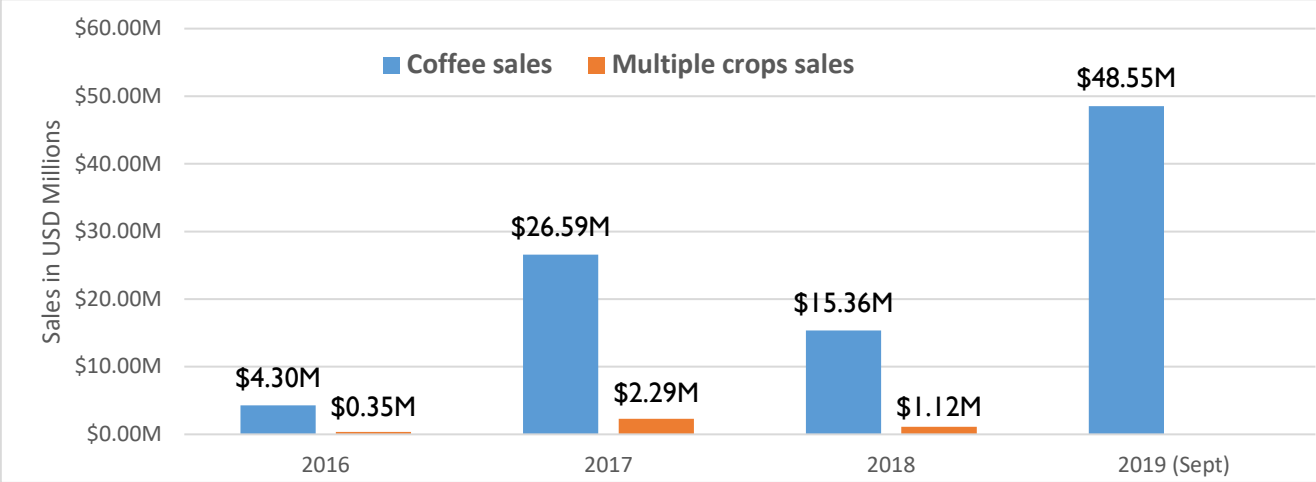
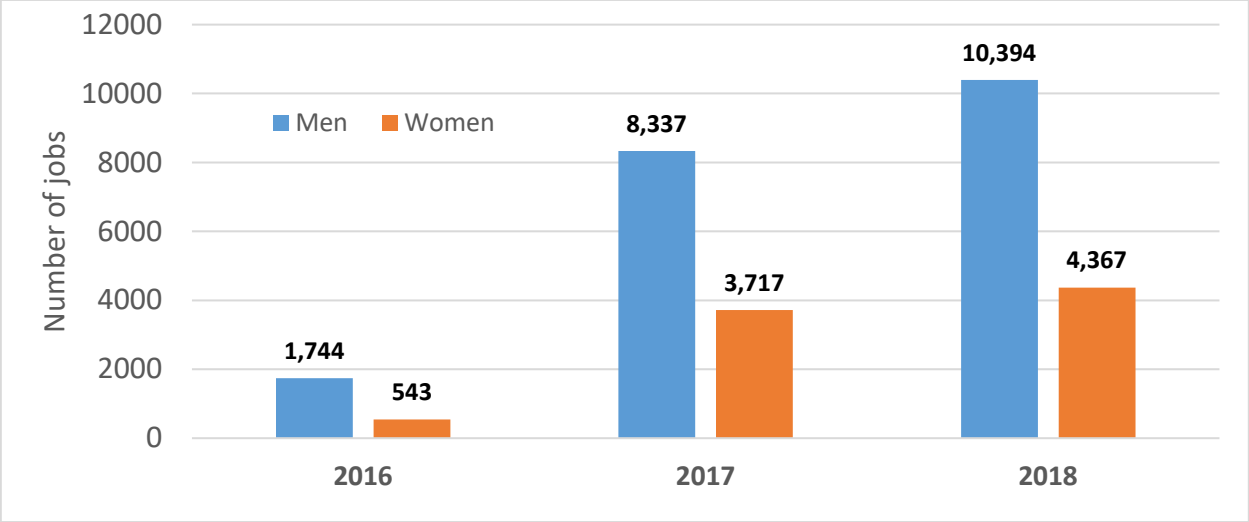


Figure 6-12C: Jobs generated by project interventions



Source: Source: Internally produced based on information from NCBA CLUSA's Monitoring System as well as complementary information

7. ANALYSIS CRITERIA: SUSTAINABILITY

This section analyzes the probability that the project beneficiaries will continue to employ the learned skills beyond the implementation period. The project made a big commitment to strengthen the capacities of government entities and civil society and promote practical, low cost methods that reactivate and strengthen the coffee sector.

a. Sustainability at the National Level

The evaluation team believes that the project's design was done well. The project identified the relevant institutions that support Salvadoran coffee sector at both the national and local level. The project coordinated well with CENTA-CAFÉ and other government and private sector institutions interested in supporting Salvadoran coffee growing.

The project contributed to strengthening the institutionalization of national coffee cultivation. It promoted innovative technologies and good practices that are sustainable such as productive diversification. GOES's PLAN CUSCATLAN - AGRICULTURA proposes the revitalization of agricultural activities in seven priority sectors basic grains, coffee, sugar, fruits/vegetables, fishing, livestock, and poultry. The plan emphasizes the importance of promoting new technologies to the rural population. The project's interventions are all in alignment with these priorities; it is important therefore for the project to document and disseminate its tools and lessons learned.

It is important to note that during the evaluation period the following events were underway:

- ➔ The Salvadoran Government with the support of the Salvadoran Coffee Council (CSC), the Secretariat of Commerce and Investments (linked with the President Bureau), and the Inter-American Institute for Cooperation on Agriculture (IICA), is preparing a New National Policy "Coffee Country Project" based on five programmatic priorities: (i) management of the sector's debt problem, (ii) increase in productivity, (iii) design a coffee strengthening policy, (iv) improve the image of El Salvador's coffee in the international market and (v) expansion of the domestic consumer market[13]. This is all based on the GOES' PLAN CUSCATLAN – AGRICULTURA.

- ➔ CENTA-CAFÉ closed operations due to a decision made by the new government. They instead created a new institution to provide support to the coffee sector - "National Institute for Coffee Investigation". All CENTA-CAFÉ government extension workers were assigned to the regional office of CENTA nationwide. They continue to provide services to coffee farmers. This Unit's 70 technicians were all trained by the project (see section 6.1).

NCBA CLUSA should ensure that government authorities are committed to building on the project's successes. Local and national governments should continue growing their knowledge and improving their structures and allocate sufficient financial and technical resources to do so. From the national perspective, the project's sustainability is strongly associated with its effectiveness to transfer over good practices, tools, and lessons learned to government authorities and civil society.

[13] *http://www.mag.gob.sv/mag-presenta-cafe-proyecto-pais/*

b. Sustainability at the Local Level

At the local level, the project's sustainability in the six regions is based on the continued work of the national institutions and producer associations that administer the PDOs. Protected Denominations of Origin is a certification registered at the National Center for Registration (CNR Centro Nacional de Registros), a government institution in charge of registering physical, digital, and intellectual property as well as other types of property that can be exchange for currency nationally or internationally. At the project start, there was only one Source of Origin Certification for the Apaneca-Ilamatepec mountain range. With the support of the project to the Ministry of Agriculture and Livestock thru the Salvadoran Coffee Counsel, El Salvador was able to obtain the remaining five Source Origin Certifications for the other coffee producing mountain ranges. The project leaves an important legacy in terms of tools and booklets, equipment, and capacity building processes; the technical booklets related to organic agriculture and coffee marketing are particularly noteworthy. The aforementioned factors as well as the connectivity of local governance structures with national levels described in the previous section largely ensures the continuity of the project's actions.

The Salvadoran coffee producer has traditionally developed his crops with the intensive use of chemical fertilizers and pesticides. For many years, the research and recommendations of official extension agents guided producers to use these products. Producers are aware of its effectiveness and therefore assume it is the best way to achieve productivity. In the short term, this is true, but some do not understand the associated health risks and the imbalance of soils it causes. Environmental awareness is gradually being introduced into the productive sector, but it may take a generation for this to truly resonate. The project's promotion of organic agriculture coupled with the use of disease resistant varieties is sustainable; it strengthens the health of the plant and preserves the soils with the incorporation of organic matter, beneficial microorganisms, and minerals. All of this ultimately achieves productive plantations that are resilient to adverse climate. The evaluation team believes that farmers will continue producing their own inputs for fertilization and pest control and renovating farms with coffee leaf rust resistant varieties. The project did not collect information on soil health. The project was surprised by the widespread uptake of the Organic Input Manufacturing Sites (134 established nationwide). By project end, there were over 5,000 metric tons of solid fertilizers (compost, bocashi, reproduction of micro-organism, micro-organism treated grass, etc.) and over half a million liters of liquid inputs (fertilizers and pest control). The project knows that those inputs reduced the use of agrochemicals, however, it is uncertain by how much. During the implementation period, this project was the only one providing support to the coffee sector in El Salvador. The government provides plants and agro-chemicals to farmers as well as technical assistance through government extension workers. These government extension workers were trained by the project.

8. CONCLUSIONS

i. Based on the project information, documentary review of external bibliographic sources, and the consultations carried out in the evaluation, the evaluation team believes that the project's work is highly relevant for the coffee sector in El Salvador. The main priority for the coffee sector was the renovation of the dead plantations due to the fungus disease which the project supported.

ii. Based on the evaluation findings, the evaluation team concludes that the project's management implemented activities that addressed the need of capacity building for coffee producers and public and private institutional technical staff.

iii. The evaluation team confirms that the project exceeded its targets across the nine components of the project. 17 of the 78 indicators did not reach 100% and of these 17 indicators, 12 achieved more than 80% of its target.

iv. The project's design and implementation were aligned with the priorities of the national government. With the change of government and the new national authorities in agriculture and commerce and economy, NCBA CLUSA was still able to positively impact the formulation of GOES's new national strategy on coffee development. It also influenced new coffee projects such as the USDA MOCCA project.

v. The project's main achievement was the introduction of a low-cost system for coffee production. Another important achievement was its work around strengthening producers' sales processes and increasing their access to international markets.

vi. The employment of the Farmers Field School methodology was effective. It encouraged group learning among producers.

vii. The project positively impacted national efforts to recover coffee production in the face of the rust crisis by introducing a low-cost method (organic agriculture). It is not possible to disaggregate and measure separately, the impact levels of the government and the project.

viii. The project improved producers' access to financing, but there is still ample room for improvement. There is still a great need to increase credit access to small and medium producers in the mountain ranges of Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán.

ix. NCBA CLUSA built the capacities of government entities but those strides of progress can be threatened if CENTA-CAFÉ's Unit does not remain operational. The project trained staff of cooperatives and producer associations, which has been a pertinent strategy to build capacities in the cooperative sector.

x. The project facilitated purchase agreements between coffee producers and buyers of special coffees, which helped producers get better sales prices. However, an effort must be made to maintain the quality of the export processes.

xi. The project contributed to strengthening national coffee growing. It has transferred over a range of innovative technologies and good practices to government.

xii. NCBA CLUSA's trainings have produced a solid base of technicians in private cooperatives and producer associations. Those technicians now have the capacity to follow-up on project learnings on their own. Small producers still require continued support so that they can access organic inputs and learn from their peers.

xiii. Small and medium sized nurseries have limited access to certified seed. The project played an important role in guaranteeing access to genetic material to nurseries. The project created a linkage for farmers and the certified seed farms through site visits to see the process of producing and processing the seeds as well as the seeds varieties available at the farm. Farmers can now purchase their seed from a "previously exclusive" seed production facility for certified seed. The commercialization of certified coffee seed has limited access to the exclusive producer-marketers' union supported by MAG to access certified seed.

xiv. The low-cost agriculture with organic inputs as well as the use of motorized equipment improved farmers' efficiency which encouraged them to use the techniques more.

xv. Low coffee prices have made coffee growing increasingly challenging (see Figure 3-1 in Chapter 3).

xvi. The advances made in nursery training are remarkable and need to be disseminated and institutionalized. The project promoted Low Cost Nurseries with a pilot project with 5 selected cooperatives. Thereafter other cooperatives and producer organizations had the opportunity to see the pilot project through field trips to nursery sites and then they requested to be included in the following years. As a result, 96 coffee plants nurseries were established. As stated before, 100% of the coffee plants nurseries used the smaller bag technology, and at least 75% nurseries established for cooperatives and producer organizations adopted the technology - either just the small bag technology or a combination of both between small bag and traditional bag.

xvii. The project increased the participation of women producers tending to coffee nurseries. This is a novel trend that should be scaled (see Annex 1).

xviii. The model proposed by the project differs from the government's approach as it relates to supporting coffee producers. The government tends to simply donate plants and support small groups of traditional nursery entrepreneurs. In contrast, the project strengthens the capacities of cooperatives to create their own nurseries with low-cost technologies and organic inputs.

xix. The project organized field days were a great platform for producers to exchange experiences and cross-learn and adopt new technologies. It also developed relationships between input suppliers and coffee producers.

xx. The Protected Denominations of Origin (PDO) for coffee produced in the six regions is an important legacy for the project. PDOs combine tradition with commercialization which has potential to promote Salvadoran coffee internationally. Therefore, it is important to continue supporting the improvements of the legal mechanisms that support PDOs and incorporate them into Salvadoran Trade Agreements with other countries.

9. RECOMMENDATIONS

Overall, the evaluation team concludes that remarkable progress has been achieved. The introduction of a coffee production model based on organic technologies, mechanization, and other new production techniques that are also low cost is impactful. Based on its review, the evaluation team recommends:

i. NCBA CLUSA should take the necessary steps to obtain a second stage of the project where technical support to Salvadoran coffee growing is deepened and scaled. New projects such as Banco Centroamericano de Integracion Economica (BECIE) and USDA's MOCCA should also leverage NCBA CLUSA's technical legacy.

ii. NCBA CLUSA should use its technical knowledge and the tools it developed to influence GOES's new coffee strategy.

iii. NCBA CLUSA should encourage MAG to incorporate coffee nurseries as a part of the base of suppliers certified by them. That way, new coffee growers would benefit from the new technologies promoted by the project.

iv. There should be continued support for the PDOs associated with the 6 coffee mountains ranges.

vii. There should be continued support for MAG to help the continuity of the CENTA-CAFÉ technical team.

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ANNEX I: Project Targets and Achievements

ANNEX I: Project Targets and Achievements

#	Description of Activities	Goals per year						Comparison with total project goals		
		Target 2015	Target 2016	Target 2017	Target 2018	Target 2019	TOTAL	Target Accomplished Sep 30, 2019	Percentage Cumulative FY1 FY2 FY3 FY4 FY5	Percentage Cumulative to Date
1.1	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	-	8	20	100%	100%
1.2	1.2 Number of government extension workers trained in improved coffee and diversification crop productivity techniques and technology:	20	20	20	20	-	80	115	100%	100%
1.3	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	-	1	-	-	-	1	1	100%	100%
2.1	2.1 Number of coffee round table events organized by the local government institution with USDA assistance	1	1	1	1	-	4	18	100%	100%
2.2	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	-	90	160	100%	100%
2.3	2.3 Number of training in coffee improvement and crop diversification, farmer field schools and basic extension techniques conducted by extension workers:	4	4	4	4	-	16	61	100%	100%
2.4	2.4 Number of cooperative extension workers trained in coffee improvements and crop diversification, farmer field school and basic extension techniques	100	100	100	100	-	400	575	100%	100%
2.5	2.5 Number of training sessions in cooperative governance and management conducted for cooperative board and staff	3	3	3	3	-	12	67	100%	100%
2.6	2.6 Number of cooperative board and staff trained in governance and management	100	200	200	100	-	600	621	100%	100%
2.7	2.7 Number of business plans developed by cooperatives with USDA assistance	10	20	20	-	-	50	50	100%	100%
2.8	2.8 Number of cooperative networks developed with USDA assistance	-	1	-	-	-	1	1	100%	100%
2.9	2.9 Number of coffee related public-private networking events organized with USDA assistance	1	2	2	2	-	7	7	100%	100%
2.10	2.10 Number of cooperatives benefiting from attending the public-private networking events organized with USDA assistance	-	50	50	50	-	150	13	9%	9%
3.1	3.1 Number of training sessions in expanding financial services to coffee farmers conducted for financial institution officers	2	2	2	-	-	6	8	100%	100%
3.2	3.2 Number of financial institutions officers trained in expanding financial services to coffee farmers	5	10	5	-	-	20	69	100%	100%
3.3	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	7,585,995	100%	100%
3.4	3.4 Number of training sessions in financial planning, management, and applying for financing conducted for administrative/finance officers of targeted cooperatives/POs	4	4	4	4	-	16	55	100%	100%
3.5	3.5 Number of administrative/finance officers of targeted cooperatives/POs trained in financial planning, management, and applying for financing	50	100	100	100	-	350	498	100%	100%

ANNEX I: Project Targets and Achievements

#	Description of Activities	Goals per year						Comparison with total project goals		
		Target 2015	Target 2016	Target 2017	Target 2018	Target 2019	TOTAL	Target Accomplished Sep 30, 2019	Percentage Cumulative FY1 FY2 FY3 FY4 FY5	Percentage Cumulative to Date
3.6	3.6 Number of individuals receiving financial services as a result of USDA assistance (male) Food For Progress (FFPr indicator 4)	500	500	1,000	1,000	-	3,000	1,960	65%	65%
3.7	3.7 Number of loans disbursed as a result of USDA assistance	200	400	750	125	300	1,775	1,483	84%	84%
3.8	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	2,743,635	100%	100%
3.9	3.9Number of individuals receiving financial services as a result of USDA assistance (female) Food For Progress (FFPr indicator 4)	200	200	300	300	-	1,000	567	57%	57%
4.1	4.1 Number of in-kind input grants distributed to farmers with USDA assistance	2,600	3,800	1,600	-	-	8,000	8,493	100%	100%
4.2	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	1,362,138	97%	97%
4.3	4.3 Number of farmers receiving in-kind input grants with USDA assistance	2,000	2,600	1,200	-	-	5,800	5,740	99%	99%
4.4	4.4 Number of hectares under improved agricultural techniques and technologies (coffee) (new) Food For Progress	7,500	7,500	-	-	-	15,000	21,607	100%	100%
4.5	4.5 Number of hectares under improved agricultural techniques and technologies (coffee) (continuing):	-	-	5,000	5,000	5,000	15,000	17,070	100%	100%
4.6	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):	1,000	1,000	-	-	-	2,000	2,604	100%	100%
4.7	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 after baseline) Food For Progress (FFPr Indicator 1)	-	-	1,000	1,000	1,000	3,000	1,041	35%	35%
4.8	4.8 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (male)	1,050	1,260	1,260	1,260	420	5,250	5,161	98%	98%
4.9	4.9 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (female)	450	540	540	540	180	2,250	2,194	98%	98%
4.10	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 after baseline):	630	756	756	756	252	3,150	3,521	100%	100%
4.11	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):	270	324	324	324	108	1,350	1,354	100%	100%
4.12	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:	900	270	270	270	90	1,800	4,875	100%	100%
4.13	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):	-	810	810	810	270	2,700	2,245	83%	83%
4.14	4.14 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee)(new) (FFPr Indicator 2)	1,500	450	450	450	150	3,000	7,340	100%	100%

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#	Description of Activities	Goals per year						Comparison with total project goals		
		Target 2015	Target 2016	Target 2017	Target 2018	Target 2019	TOTAL	Target Accomplished Sep 30, 2019	Percentage Cumulative FY1 FY2 FY3 FY4 FY5	Percentage Cumulative to Date
4.15	4.15 Number of individuals who have applied new techniques or technologies as a result of USDA assistance (coffee) (continuing)(FFPr Indicator 2)	-	1,350	1,350	1,350	450	4,500	4,010	89%	89%
5.1	5.1 Number private nurseries with expanded production or rust resistance coffee varieties.	8	10	12	-	-	30	105	100%	100%
5.2	5.2 Number of training sessions in coffee seedling multiplication conducted for nurseries & cooperative staff and farmers:	2	2	2	-	-	6	82	100%	100%
5.3	5.3 Number of cooperative and nursery staff trained in seedling production:	16	20	24	-	-	60	279	100%	100%
5.4	5.4 Number of training sessions in the production of organic fertilizer and pesticides for cooperative staff / lead farmers:	10	10	10	-	-	30	323	100%	100%
5.5	5.5 Number of cooperative staff / lead farmers trained in the production of organic fertilizer and pesticides:	100	150	200	-	-	450	514	100%	100%
5.6	5.6 Number of farmers benefiting from agriculture inputs with USDA assistance	2,500	2,500	2,500	-	-	7,500	6,775	90%	90%
5.7	5.7 Number of field days involving input suppliers and input companies:	40	60	80	100	-	280	281	100%	100%
5.8	5.8 Number of linkages created between cooperatives and input suppliers	20	30	40	50	-	140	179	100%	100%
5.9	5.9 Number of direct beneficiaries benefiting from attending field days:	2,000	5,000	7,000	7,500	-	21,500	21,728	100%	100%
6.1	6.1 Number of buyer/seller meetings held	-	4	4	4	-	12	34	100%	100%
6.2	6.2 Number of linkages buyer/seller created	-	30	30	30	-	90	1,059	100%	100%
6.3	6.3 Number of new buyers of specialty coffee linked to target cooperatives with USDA assistance	-	-	2	3	-	5	55	100%	100%
6.4	6.4 Number of producer organization members benefiting from buyer/seller meeting	1,000	1,000	3,000	2,500	-	7,500	6,726	90%	90%
7.1	7.1 Number of public-private partnerships formed as a result of USDA assistance, Food For Progress (FFPr Indicator 8)	1	2	2	2	-	7	11	100%	100%
7.2	7.2 Value of coffee related joint public-private initiatives aimed at expanding trade	250,000	250,000	500,000	875,000	-	1,875,000	2,851,370	100%	100%
7.3	7.3 Number of public and private financial institutions participating in coffee related public-private initiatives	1	1	1	-	-	3	3	100%	100%
7.4	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	453,730	26%	26%
7.5	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	3,335,941	100%	100%
7.6	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	94,808,096	100%	100%
7.7	7.7 Volume of commodities (metric tons) sold by project beneficiaries (coffee) (FFPr Indicator 14)	3,200	3,200	3,200	3,200	-	12,800	23,514	100%	100%
7.8	7.8 Volume of commodities (metric tons) sold by project beneficiaries (diversified crops) (diversification will be at farmers' discretion; targets will be revised after baseline) Food For Progress (FFPr Indicator 14)	500	500	500	500	-	2,000	4,523	100%	100%
7.9	7.9 Value of sales by project beneficiaries (diversified crops) Food For Progress (FFPr Indicator 13)	500,000	500,000	500,000	750,000	-	2,250,000	3,762,383	100%	100%

ANNEX I: Project Targets and Achievements

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		Target 2015	Target 2016	Target 2017	Target 2018	Target 2019	TOTAL	Target Accomplished Sep 30, 2019	Percentage Cumulative FY1 FY2 FY3 FY4 FY5	Percentage Cumulative to Date
7.10	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	98,570,479	100%	100%
8.1	8.1 Number of producer organizations staff trained in marketing techniques	150	150	150	150	-	600	715	100%	100%
8.2	8.2 Number of training sessions in marketing techniques conducted for cooperatives and/or producer organizations staff:	4	4	4	4	-	16	31	100%	100%
8.3	8.3 Number of promotional campaigns supported benefiting producers affected by coffee rust	1	1	1	1	-	4	8	100%	100%
9.1	9.1 Number of farmer field schools established	15	20	25	5	-	65	66	100%	100%
9.2	9.2 Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (male)	1,400	2,100	1,400	350	-	5,250	5,009	95%	95%
9.3	9.3 Number of training sessions in improved techniques and technologies as a result of USDA assistance conducted for farmers	80	120	80	20	-	300	2,445	100%	100%
9.4	9.4 Number of radio programs about coffee rust mitigation practices broadcasted with USDA assistance:	8	12	12	12	-	44	44	100%	100%
9.5	9.5 Number of farmers who have received training on improved agricultural techniques and technologies as a result of USDA assistance:	2,000	3,000	2,000	500	-	7,500	7,115	95%	95%
9.6	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:	600	900	600	150	-	2,250	2,106	94%	94%
9.7	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:	2,000	750	500	125	-	3,375	5,549	100%	100%
9.8	9.8 Number of individuals who have received short-term agricultural sector productivity or food security training as a result of USDA assistance (continuing):	-	2,250	1,500	375	-	4,125	4,858	100%	100%
9.9	9.9 Number of jobs attributed to USDA assistance (male) Food For Progress	4,359	4,359	4,359	4,359	-	17,436	20,475	100%	100%
9.10	9.10 Number of jobs attributed to USDA assistance (female) Food For Progress	400	400	400	650	-	1,850	8,627	100%	100%
9.11	9.11 Total number of individuals benefiting directly as a result of USDA assistance (male)	700	1,400	1,400	1,400	350	5,250	5,315	100%	100%
9.12	9.12 Total number of individuals benefiting directly as a result of USDA assistance (female)	300	600	600	600	150	2,250	2,204	98%	98%
9.13	9.13 Total number of individuals benefiting indirectly as a result of USDA assistance:	5,000	10,000	10,000	10,000	2,500	37,500	58,772	100%	100%
9.14	9.14 Total number of individuals benefiting directly as a result of USDA assistance (new):	1,000	300	300	300	-	1,900	7,519	100%	100%
9.15	9.15 Total number of individuals benefiting directly as a result of USDA assistance (continuing):	-	1,700	1,700	1,700	500	5,600	7,712	100%	100%
								Average	94.89%	94.89%

ANNEX II: Technical Proposal

RFP Number: 001/2019

NCBA CLUSA FINAL EVALUATION TECHNICAL PROPOSAL

Presented by:

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September 23th, 2019

Content

A. Proposal Cover Letter

September 23th, 2017

Attn.
NCBA CLUSA
Coffee Stabilization and
Agricultural Diversification
Project (CSADP) El Salvador.

I am writing to you on behalf of HEVI S.A. de C.V, Salvadoran company with 12 years in the local market with several experience in project evaluation processes at national and Central American level.

The purpose of this letter is to express our interest in being considered as executors of the final evaluation of the "Coffee Stabilization and Agricultural Diversification Project (CSADP) El Salvador ".

For these purposes, this document includes a technical offer describing how the consultancy will be carried out, the composition of the technical equipment and the Cv. Of the members of the team.

While waiting for a favorable response,

Best Regards,

Helman Alfonso Villalta
Legal representative
HEVI S.A. de C.V.

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B. Technical Proposal

I. Purpose, scope and deliverables

a. Purpose

i. General purpose

The main purpose of the final evaluation is to assess program performance, determine whether the program has met its objectives and results set out in the results framework (RF), and to measure the impact on the beneficiaries of the project.

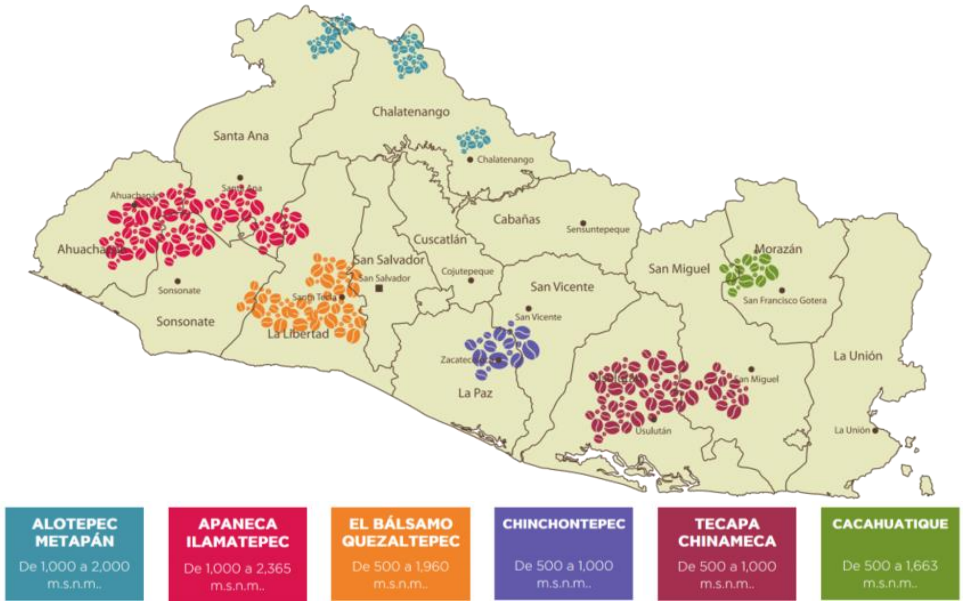
ii. Specific objectives

- Establish an historical perspective of the project, considering the changes in the agricultural context, its relevance to the original project design and its influence on the activities implementation to reach the project goals.
- Provide data about the level of relevance, effectiveness, efficiency, Sustainability, Impact, and Best Practices and Lessons Learned of the project implementation.
- Determine internal and external factors that influenced on NCBA-CLUSA, beneficiaries and other stakeholders related to the Project to the achievement or not achievement of the goals.
- Identify the contribution to development changes of stake holders (outcomes) in the period since the project inception in the areas of influence of the Project.
- Document best practices and lessons learned of project implementation with Value Chain Partners.

b. Scope of work

NCBA CLUSA set a goal to work with 7,500 producers, 50 cooperatives and producer organizations, government agencies and the private sector, in the six coffee producing mountain ranges of El Salvador (picture 1). The final evaluation will focus on those areas. According to this condition, the final evaluation will capture indfirmation (both cantitative and cualitative) from the aforementioned coffee producing areas: Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán.

Picture 1. Project Target Areas



Source: COEX El Salvador.

Within the sample in concordance with the Request for Proposals (RFP) the cualitative and quantitative sample will consider producers from the following cooperatives:

Table 1. Cooperatives to be Included in the sample

1. Sociedad Cooperativa Cuzcachapa	9. Asociación Cooperativa El Refugio	15. Asociación Cooperativa de Ganaderos San José Sacare (AGASACARE)
2. Asociación Cooperativa Los Pinos	10. Asociación Cooperativa El Tunel	
3. Asociación Cooperativa El Espino	11. Asociación Cooperativa de San Pedro Puxtla (ACACPAS)	16. Asociación Cooperativa Divino Salvador (ACOPDS)
4. Asociación Cooperativa Las Tablas		
5. Asociación Cooperativa Las Lajas	12. Asociación Cooperativa San Antonio	17. Asociación Cooperativa Los Positos
6. Asociación Cooperativa San Carlos Dos	13. Asociación Cooperativa La Presa	18. Asociación Cooperativa de Cafés Especiales de Perquin (ACOPACEP)
7. Asociación Cooperativa El Jabalí	14. Asociación Cooperativa El Barrancón (ACOPAREB)	
8. Asociación Cooperativa Entre Ríos		

Source: Request for Proposals

NCBA CLUSA had interventions throughout the entire coffee value chain and specific diversified crops value chains. In this order the final evaluation will also consider the diferent actors of the entire coffee value chain and specific diversified crops value chains that participated along the project implementation, including Producers; Cooperatives and Producer Organizations; Agro-Dealers and Input Suppliers; Buyers and Sellers; Financial Institutions; Extension Services Ministry of Agriculture and Livestock.

The company will lead the entire evaluation process from design to report writing. NCBA CLUSA staff will provide support as agreed in the contract.

In conducting the final evaluation data collection, the firm will also be responsible for the information review, interview questionnaires and other data collection tools. The firm will then lead in providing local expertise in the design phase, and data collection during implementation in the field, data analysis, and interpretation, as well as conclusions.

The firm will implement at least the following activities:

A. Undertake a literature review of the relevant documents such as PMP document approved by USDA, baseline document (and data collections tools), mid term evaluation report, selected monitoring reports related to each of the main components of the program and their specific objectives, information about internal and external factors that are affecting the agriculture in El Salvador; Project Management Table, Work Plans, Project Services Table; as well as relevant external documents including, but not limited to, national policies and regulations, special studies carried out by other agencies, most recent zone of influence (ZOI) level population-based survey conducted by FTF.

B. Conduct a desk review of project reports related to the activities developed during the project on:
    1. Capacity Building: Producer Groups/Cooperatives
    2. Capacity Building: Producer Groups/Cooperatives
    3. Financial Services: Facilitate Agricultural Lending
    4. In-kind Grants: Inputs
    5. Inputs: Develop Agro-dealers and/or Other Input Suppliers
    6. Market Access: Facilitate Buyer-Seller Relationships
    7. Market Access: Facilitate Private and Public Partnerships
    8. Training: Improved Agricultural Production Techniques
    9. Training: Improved marketing and branding

C. Review the design of the final evaluation presented in this document to ensures that the design and methods prsented have a balance of quantitative and qualitative techniques, analysis of secondary data, observations, and document reviews that allow the evaluation team acoplinsh the general purpose of the final evaluation.

D. Identify and select study participants from the sampling frame provided by the project staff. The sampling frame will include all the beneficiaries of both value chains from all the regions. Individual farmers will be selected using multi-stage cluster sampling methods. Proportionate random technique will be used to select males and females from each sub-cluster. Coffee will be the first level cluster, and diversification will be the second level cluster. For the qualitative data collection focus group discussion and key informant interviews purposeful/availability/ snow-ball sampling methods will be used.

E. Develop, edit and finalize data collection tools e.g., household survey questionnaire, Cooperatives and Producer Organization survey questionnaire, and key informant interview and focus group questionnaires.

F. Develop data collection guide specifying data collection and management structure, field schedules and data quality assurance methodology.

G. Train field supervisors, key informant interviewers and focus-group facilitators on the methods and processes.

H. Provide to NCBA CLUSA the data quality assurance strategy and perform quality assurance during design, testing, fieldwork, data entry, data analysis and reporting.

I. Conduct appropriate final evaluation data collection for performance monitoring indicators that meets with general purpose and specific objectives.

J. Conduct data entry, process and analyze collected data from surveys, interviews focus groups and field visits developed during the final evaluation process. This includes Organize all data collected into a database. This database must ensure anonymity of survey participants by using identification numbers and separating names from survey participant's data

K. Perform quality assurance during design, testing, fieldwork, data entry, data analysis and reporting.

L. Write the final draft report including appropriate tables, charts, and narrative. Ensure final evaluation report addresses the objectives set on this proposal and the RFP. As annex the repot will have the chart of the values of the project indicators for the baseline, for the mid-term evaluation and the final evaluation.

M. Prepare study report

N. Present to NCBA CLUSA a separate report for findings, conclusions and recommendations (in both written report and PowerPoint formats.)

c. Deliverables

Deliverables under this assignment will include the following:

- **Deliverable 1:** TOR updated. Within the first 5 calendar days upon contract signature. NCBA CLUSA team works with the selected external evaluation team to update the TOR of the project final evaluation and agree on the evaluation methodology.

- **Deliverable 2:** Assigned personnel agreement by both parties. Within the first 5 calendar days upon contract signature. Define roles and responsibilities of NCBA CLUSA personnel and consultant personnel involved in assisting the final project evaluation effort.

- **Deliverable 3:** Exchange of base information by both parties. Within the first 5 calendar days upon contract signature NCBA CLUSA provides all documents, data and other as required by

the consultant, and the consultant provides all form related to the Information Collection Method.

- **Delverable 4:** The evaluator's personnel organization chart. Within the first 20 calendar days upon contract signature, the external evaluator reviews project Mid-Term Evaluation results, reviews NCBA CLUSA Data Management System, train evaluators, and provides NCBA CLUSA with data collection tools such as surveys to collect information to perform the field data collection for this Final Evaluation. Within this period the external evaluator will present to NCBA CLUSA the evaluator's personnel organization chart and will clearly specify roles and responsibilities with the organizational chart in terms of who will enter, clean, synthesize, analyze, and interpret data; also, the data analysis and report writing.

- **Deliberable 5:** Final evaluation first draft. Within the first 50 calendar days upon contract signature, the external evaluator will perform the field evaluation and data collection and prepare analysis documents and reports following the two main objectives of the project's results framework SO1 Increase Agricultural Productivity and SO2 Expand Trade of Agricultural Products. First draft will be presented in English language.

  Note: 5 calendar days after the presentation of the first draft, the project team in El Salvador reviews the first draft and other documentation required by NCBA CLUSA from the consultant. NCBA CLUSA will provide feedback to the consultant for adjustments

- **Deliberable 6:** Final evaluation second draft. The consultant provides second draft including required NCBA CLUSA and USDA observations and adjustment. 10 calendar days after the presentation of the first draft, the second draft presentation to be provided to NCBA CLUSA Washington DC for review and comments, in English language.

  Note: NCAB CLUSA will submit the Final evaluation second draft to USDA Washington, USDA normally allows three weeks to review evaluations. These may be up to 20 days, depending upon availability of USDA to review Final Evaluation Second Draft and provide feedback to NCBA CLUSA.

- **Deliverable 7**. Final evaluation final report. 25 calendar days after the presentation of the second draft, the teams will discuss the observations of the results and recommendations made by USDA project manager. With this informatios the evaluation team will preent the final report to NCBA CLUSA. NCBA CLUSA will present the Final Evaluation Report to USDA, within no more than 90 calendar days upon contract signature.

- **Delverable 8.** Final Deliverable. By november 30, 2019 (or no more than 90 days upon contract signing), the evaluation team will present the Final Deliverables that includes:

  i. The final written report that will be submitted in both languages, English and Spanish.

  ii. Methodology and implementation, and study limitations in the draft outline; include the evaluator's workplan, quality assurance plan, data collection tools, clean data sets, performance indicators annex, and presentation of evaluation.

  iii. Information gathering forms used to collect information from interviewees used by the consultant.

iv. Gross information collected by the evaluator in Excel format and statistical evaluation file in SPSS format or equivalent.

v. An independent summary of two or three pages describing the design of the evaluation, key findings and lessons learned. This document will serve to inform any interested party about the final evaluation and should be written in a language easy to understand by those who are not evaluators and contain appropriate graphs and tables.

vi. Final report will include review of the literature; findings of secondary information analysis and other review of program reports; methods of collecting information from sampling and analysis; description of tools, sample population and locations; analysis and visual display of information in the form of tables, as appropriate - one for each indicator; findings; conclusion and recommendations.

vii. Copies of all the photographs taken as part of the field trips.

viii. Summary Presentation of the final evaluation in Power Point to share with the donor or other project stakeholders as determined by NCBA CLUSA.

II. Methodological proposal (Technical Focus)

The final evaluation will provide a set of evidence and findings on the development of the project that will be compared with the initial situation and the mid-term situation of the target population to determinate if there are changes product of the activities implemented by the project to accomplish the project goals.

This final evaluation might generate quantitative and qualitative information on: i) situation of the target population in the situation "before" and "now with" project; ii) the dynamics of the context relative to the target population and the production of coffee and diversified crops (Red Beans, Bell Pepper, Tomatoes and Cucumber, and others); iii) risks and external factors which affected the achievement of project objectives and final goals; and iv) the actual value of the indicators of outcomes and impacts of the Project.

The final evaluation represents an opportunity to discover the factors that helped or not to reach the project's goals, and to identify best practices and leassons learned from this process. Considering these aspects, the final evaluation, will carry out a compilation of qualitative and quantitative data collection on a significant sample of the target population, of the specific areas of Apaneca-Ilamatepec, El Bálsamo-Quezaltepeque, Tecapa-Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán, in addition to the review of the information consolidated by NCBA CLUSA Monitoring & Evaluation team and the data management system. Also, will get data and information from Financial Service Institutions, Agro-input Companies, and Ministry of Agriculture Extension Services.

This final evaluation will give answer to the evaluation questions given on the RPF that are organized by USDA's recommended framework (table 2).

Table 2. Evaluation Question

Relevance	• How well the project goal and strategies aligned with El Salvador government priorities? • Which project activities and strategies were highly relevant to beneficiaries' needs and priorities? • How well did the project activities adhere to USDA goals?
Effectiveness	• How the productivity of farmers vary across regions? • How did technology adoption vay across demographic groups e.g., sex and age? • Is there a direct and positive association between selected project activities and volume of sales? • How the effectiveness of the training strategies can be explained in terms of changing practices to enhance performance across different stages of value chain? • How strong the linkages and networks are in terms of utilization by actors in the value chain?
Efficiency	• What internal and external factors have influenced the ability of the project to meet expected results and targets? • How did the project optimize the efficiency of limited resources e.g., staffing and equipment? • How does the distribution of resources vary across activities? • How does the distribution of resources vary across geographic regions?
Sustainability	• What factors are likely to contribute towards the sustainability of CSADP in the following areas: policy environment, financial incentives (i.e., profit motive), access to inputs, market access, and market linkages, increase production, mass production of coffee plants. • What factors are likely to hinder the sustainability of CSADP in the following areas: policy environment, financial incentives (i.e., profit motive), access to inputs and information, market access, etc.? • What project activities are likely to contribute towards sustainability? • What evidence is there to demonstrate that the new practices will be sustained after the project?
Impact	• How have the beneficiaries farming and trade practices changed since the inception of the project? • Is there a statistically significant difference between current and baseline yields? • What factors including project activities explain change in 1) productivity, 2) trade, 3) adoption of new farm management techniques? • What evidence is there to demonstrate the project's contribution(s) to change in 1) productivity, 2) trade, and 3) adoption of new farm management techniques? • What were the unintended positive consequences that could have been stimulated by the project? • What were the unintended negative consequences?
Best Practices and Lessons Learned	• What lessons learned in regards of increase production and access to market will continue to be implemented after project completion? • What best practices can be shared with stakeholders and donors?

Source: adapted from the Request for Proposals

From the information obtained through the surveys, interviews and results of the focus groups, the products defined in the Terms of Reference will be developed, all in close coordination with the project team

a. Methodological development

In line with it´s main purpose, the final evaluation will be a mixed method evaluation that will combines qualitative and quantitative information from different stake holders of the project that have been involved during the project´s implementation, such as:

→ Beneficiaries
→ Cooperatives and Producer Organizations
→ Agro Dealers and Inputs Providers
→ Financial Institutions
→ Buyers
→ Government Institutions (Ministry of Agriculture and Livestock)
→ Synergy Stakeholders (Salvadorian Coffee Cuppers Association (ASCAFE), SALVANATURA among others)

In this final evaluation the main techniques that will be used, as expected from the information contained in the ToR will be:

a. The exhaustive review of documents associated with the project that have been consolidated by NCBA CLUSA Monitoring & Evaluation team and the data management system, and other national and international institutions associated with cultivation, processing and marketing of coffee and the project´s associated crops.

b. An exercise of quantitative research through a survey focused on a representative sample, which will be selected from 7,500 producers that are all part of different Cooperatives, Producer Organizations, Producer Associations, as well as Individual Producers.[1] The Sample size will be at least of 15% of the total 7,500 beneficiaries.

   The collection of quantitative data will be developed on the basis of structured survey form that will collect the characteristics of the beneficiaries and their farms, which will allow the evaluation team to calculate the indicators related to the aspects of the intervention areas. The design of this instrument will allow the use of closed questions with the corresponding categories of possible answers.

c. An excersice of cualitative research that will include the following methodological tools: 1) Structured interviews, with an instrument designed for data collection, perceptions, declarations and open expressions of the actors and the project's environment, 2) Focus groups with key project stakeholders, in work sessions to obtain insights, judgments and statements on elements of project execution and their effect on beneficiaries.

[1] In particular in the regions of El Salvador, including the specific areas of Apaneca- Llamatepec, El Balsamo -Quzaltepeque, Tecapa -Chinameca, Cacahuatique, Chinchontepec, and Alotepeque-Metapán. The criteria used to identify the target regions include the extent to which productivity, livelihoods and food security is affected by the rust fungus coffee, as well as the number of small farmers in the region.

b. Stages of the Research

The final evaluation as proposed by the firm considers tocarry out three phases: (i) Research planning and coordination; (ii) Data Collection and Processing; y (iii) Final report presentation.

Stage 1: Research planning and coordination

This stage will begin with an initial meeting in which the final evaluation team will be presented, and some information is going to be requested from the project counterpart. At the end of this the first meeting the evaluation team specs to receive al least the following information:

- Details of sampling frame that will be used in this final evaluation, that helps to the final design of the qualitative and the quantitative samples.

- Other literature to be reviewed that is been generated by the project and from national or international institutions related to the project, including:

    - PMP document approved by USDA
    - Baseline document (and data collections tools)
    - Mid term evaluation report (and data collection tools)
    - Project Management Table
    - Reports on Work Plans execution
    - Project Services Table;
    - Information about special studies carried out by other agencies, most recent zone of influence (ZOI) level population-based survey conducted by FTF

- Briefing on project that will include context, activities planned, activities carried out and indicators.

- Progress reports presented to USDA since project inception

- Briefing on stakeholders and beneficiary groups.

In the development of this stage the team will made the final adjustment of the methodological design of the statistical research plan for implementation in the field and in which strata are defined to ensure the representativeness of the data by region of the country.

To the end of this stage the final evaluation team will present document that includes a detailed schedule of the activities, the responsible of each activity, and the help that will be needed from CLUSA's team based on the consultants' meeting requirements. Also, this document will have the reviewed tools to be used in the final evaluation which will allow the baseline and mid term evaluation data to be compared with final data resulted from the intervention groups. This document will include deliverables 1, 2, 3 and 4.

The schedule of visits and interviews will consider:

a. Prducres and producer organizations where quantitative data will be collected, including those on table 1.

b. National and international institutions (with presence in El Salvador) associated with coffee cultivation, among which:

- Ministry of Agriculture chief of Extension Services
- Sample of Buyers of commodity produced through CSADP
- CENTA-Café director and Technical staff
- Salvadoran Coffee Council Representative
- Coffee production entities (ABECAFE, UCAPROBEX, UCAFEX, Asociación Cafetalera de El Salvador)
- World Food Program And FAO
- Salvadoran Financial entities (BANDESAL, BFA, Banco Hipotecario)
- Sample of agro-companies that have been trained by NCBA CLUSA
- Salvadorian Coffee Cuppers Association (ASCAFE)
- SALVANATURA
- Agro-Dealers and Inputs Providers that are part of the input provider directory

c. Schedule of focus groups in cooperatives in the 6 coffee producing mountain ranges.

Stage 2: Data collection and processing

At the beginning of this stage a team conformed by two field supervisors and at least 10 persons will be trained in the use of survey tools. All of them will be persons with extensive experience in picking up information through surveys.

The number of people may vary once the final sample is defined in the design of the final evaluation that will be made once the team has received the detailed information related to the sampling frame that will be used and that will be provided by CLUSA.

A second team will be trained to interview and develop focus groups with Leaders/managers of: Cooperatives, Producer Organizations, and Producer Associations which has been involved in this project in the 6 coffee producing mountain ranges.

An important element of this phase is the development of a tabulation plan made based on the validated instrument, which realizes the information requested in the objectives of the consultancy. This plan will identify the indicators that must be generated for each target based on the information to be collected with the survey form.

Prior to the start of field activities arrangements will be made with CLUSA's help appropriate bodies of the agencies and / or cooperatives, to gain access to the target population where the uprising of both quantitative and qualitative information be made.

These references or others that already has CLUSA will be required to support the access to producers, this will ensure the team gathering information from the right people. The registration of information by survey will be conducted in the form of sweeping territorial - approach. The access to people who participate in the focus groups will be ensured by the call of CLUSA.

As part of the process to ensure the quality of data that will be processed the supervisors will review coding process related to congruence of the information provided and will make control questions that must be verified the instrument during the field work.

Simultaneously to gather information daily processing of instruments filled will be performed. For information processing SPSS, will be used.

Once the survey and data processing is completed, the team will proceed to the analysis of information based on the tabulation plan established. In this process of final analysis of data collected through the surveys, focus groups and interviews with national and international sector entities and civil society organizations involved in the project, the team will triangulate the results obtained.

In the compilation of information, special care will be taken to consider the application of substantive analysis criteria in the final evaluation:

Approach of relevance / coherence. Adaptation of objectives and results of the interventions to the local context in which it has been implemented, highlighting how the interventions developed by private actors have adapted to the priorities of the country, to the needs of the target population and coordination with the operational logic of theProject.

Impact, effectiveness and efficiency approach. Dual analysis of the initiatives and interventions of the Project. On the one hand, the degree of compliance with the explicit and implicit objectives of those on the beneficiary population, since its inception, without taking into account the costs incurred to obtain it in balance with the measure of the achievement of the results in relation to the resources that have been used. On the other hand, in addition, the optimal combination of material, financial, technical and human resources will be analyzed to maximize results.

Gender approach. The gender approach is defined as the process of diagnosis and assessment of the implications for women and men of any planned action, including policies or programs, in any area and at all levels and is being incorporated transversally. A gender analysis is required to identify and address the particular obstacles that girls, adolescents and young women face because of their sex, deepening these specificities to give them a differentiated treatment within the framework of the project.

Sustainability Approach. Analysis of the probability that the beneficiaries have the knowledge and tools derived from the interventions of the private sector to give continuity to the initiatives and projects by themselves (beyond the deadline foreseen in the programs and projects), with the maintenance and management of the carried out and even with the implementation of new interventions or extensions of the scope.

Balance of strengths - weaknesses and favorable conditions - obstacles. The team will prepare a critical reflexive analysis of the strengths of the process seen from the actors and actions; as well as their weaknesses; similarly, the key or relevant situations that facilitated or enhanced them will be assessed; that is, the conditions and circumstances that favored these processes to be effective; as well as difficulties and limitations that restricted or hindered the processes, whether they were overcome or not, how they were overcome or why not and what are the challenges that arise.

Learned lessons. The previous stages will give the guidelines to formulate the lessons learned; that is, what was learned from what was done and what is raised in each experience to strengthen these processes in the future. The lessons learned are answers given to questions, such as: What should be done differently? What should be done in the same way? What new elements should be incorporated into future interventions and under what circumstances? What should be the steps, key aspects and alternatives to consider for an effective process? What questions or

concerns remain open? What best practices can be shared with stakeholders and donors? In this regard, suggestions on the approach, the method, the strategies, the results, the use of the resources applied in the experience will be recorded. It is also important to synthesize the suggestions for the sustainability of the actions that proved successful.

The deliverables of this phase are deliverables 5 and 6 detaled in this proposal.

Stage 3: Final report presentation

After the presentation of the second draft, the teams will discuss the observations of the results and recommendations made by USDA project manager. With this informatios the evaluation team will preent the final report to NCBA CLUSA. NCBA CLUSA will present the Final Evaluation Report to USDA, within no more than 90 calendar days upon contract signature. Final Deliverable will be presented no more than 90 days upon contract signing.

III. Sampling and data collection instruments

a. Sampling frame

The sampling frame for the final evaluation data considered producers as well as their associations in the target areas of the project that distributed on target areas where project has been implemented. According to data from Terms of reference these coffee producers are 7500. The details of the distribution and size of producers by area are estimated considering the national distribution of coffee producers obtained from Salvadorian coffee council and shown in table 3.

Table 3. Distribution and size of coffee producers by target area

Target Region	Producers			
	Total	Small	Medium	Large
Apaneca-Ilamatepec	47%	84.2%	13.9%	1.9%
Alotepeque- Metapan	3%	93.3%	6.5%	0.2%
Chinchontepec	11%	93.3%	6.6%	0.1%
Cacahuatique	5%	89.0%	10.5%	0.5%
Tecapa- Chinameca	15%	87.7%	11.1%	1.2%
El Balsamo-Quezaltepeque	20%	82.9%	12.3%	4.8%
Total	100%	85.9%	12.0%	2.1%

Source: prepared for the technical proposal of the final evaluation of the CSADP El Salvador, September 2019; Made with data from Salvadoran Coffee Council of 2013.

b. Sample Size (Preliminary)

The sample size will be estimated from the defined sampling frame, using first the cluster method as the regions are considered homogeneous populations and contain all the variability of the population. The method of calculating the sample size for each cluster will be probabilistic as this allows all individuals in the population have the same probability of being chosen and therefore

provides the greatest assurance that are represented the important features of the study population in the proportion they deserve. Thus, the formula to apply considers a margin of error of 5.5%, a confidence level of 95% in the sample and a probability of occurrence of 50%. From these considerations, the sample size for each cluster is defined in Table 2. This sample considers a 8% of reject / nono response.

Table 4. Preliminary Sample Sizes

Target Region	Producers	
	Total	Sample
Apaneca-llamatepec	3510	264
Alotepeque- Metapan	231	144
Chinchontepec	795	227
Cacahuatique	382	163
Tecapa- Chinameca	1092	226
El Balsamo-Quezaltepeque	1491	239
Total	7500	1263

Source: prepared for the technical proposal of the final evaluation of the CSADP El Salvador, September 2019

The total of benefiaries that will be part of the sample are 1263, wich is more that the suggested sample sample size of 15% of the total 7,500 indicated in the ToR.

c. Development of qualitative techniques

To investigate contextual elements related to the capabilities, conditions and topics about the current situation of beneficiaries of the project and the current situation in which they find their cooperatives, and producer associations there will be developed focus groups.

To determine the perception of this situation by others than the cooperatives will be performed interviews with key municipal informants and key representatives of CLUSA and USDA.

In summary are planned two focus groups per cluster so that the information collected can be as consistent as possible with survey information. The Identification of the persons who may participate in both focus groups and interviews may be selected in coordination with CLUSA, to ensure appropriate participation.

d. Instruments to apply

For registration information will be used as has been mentioned throughout this proposal a survey of project beneficiaries; a form of interview with key stakeholders; and a guide for focus groups. As part of the registration process of the entire interview and all focus group recordings were made in digital format and at the end of the process recordings are delivered to the contracting institution.

e. Cultural Sensitivity

The research team based on the L.E.A.R.N. model, will conduct all the activities considering during the information gathering following these rules:

- Listen with empathy and understanding to the person's perception of the situation.
- Elicit culturally relevant information and explain your perception of the situation.
- Acknowledge the other person's strengths rather than pointing out their deficits.
- Respect the person and their choices

f. Gender balance.

The gender approach is defined as the process of diagnosis and assessment of the implications for women and men of any planned action, including policies or programs, in any area and at all levels and is being incorporated transversally. A gender analysis is required to identify and address the particular obstacles that girls, adolescents and young women face because of their sex, deepening these specificities to give them a differentiated treatment based on gender.

Considering the previous definition to create an inclusive gender-diverse research and gender-diverse interviewees panel, for the cualitative sample the consultants team with the help of the projects team will choose gender- diverse individuals to apply the investigation technics.

IV. Schedule of activities

This consultancy will take place over a period of 90 days. During this time there will be performed the following macro activities:

Table 3: Preliminary Schedule

	Macro Actividad	Week											
		1	2	3	4	5	6	7	8	9	10	11	12
Stage 1	Fist meeting to update the TOR of the project final evaluation and agree on the evaluation methodology												
	Deliverable 1: TOR updated												
	Secod meetingo: Review of the assigned personnel agreement by both parties & presentation of all form related to the Information Collection Method.												
	Deliverable 2: Assigned personnel agreement by both parties												
	Deliverable 3: Exchange of base information by both parties												
	Documentation Review												
	Adjusting methodology and sample design												
	Review of quantitative and qualitative tools to gather information												

	Macro Actividad	Week											
		1	2	3	4	5	6	7	8	9	10	11	12
	Scheduling activities undertaken within the framework of the activities of collecting, processing and analyzing information												
	Tabulation plan development												
	Training staff in the use and application of tools for gathering informationFinal del formulario												
	Delivery of the evaluator's personnel organization chart (deliverable 4)												
Stage 2	Registration of cuantitative information												
	Processing the cuantitative information												
	Interviews												
	Focus groups												
	Daily processing of the full instruments												
	Information analysis												
	Draft Report Writing												
	Deliverable 5. Delivery of first draft												
	Feedback to the consultant for adjustments												
	Deliberable 6. Final evaluation second draft												
Stage 3	USDA review of 2nd draft of valuation (3 weeks)												
	Deliverable 7. Final evaluation final report												
	Delverable 8. Final Deliverable												

Source: prepared for the technical proposal of the final evaluation of the CSADP El Salvador, September 2019

V. Proposed organization for the study

For the development of this study and to meet the requirements set forth in the Terms of Reference the core team proposed by the consulting firm will consist of detailed professionals shown in Table 3.

Table 3: core team proposed by the consulting firm

Name	Position	Academic degrees	Relevant professional activities
Helman Alfonso Villalta Córdova	Coordinator and Researcher	Industrial Engineer with Master in Business Administration	Consultant with over 14 years experience in the development of social studies in the private and public sectors and international cooperation. I've been the leader in developing assessments consultant: (a) Final evaluation of the project "Alianza Cacao El Salvador"; (b) Prefeasibility study for the "Global Program: Decent work for all - strengthening the region through youth employment" in El Salvador, Guatemala and Perú; (c) Project Building Democracy in Central America, implemented by Plan International in Guatemala, Honduras, Nicaragua and El Salvador; (d) Assessment Development Program Area Sesori, which was run from 1010-2014 by World Vision; (e) Final evaluation of the project "Promoting the rights of children living in areas highly vulnerable to disasters" GAD SLV0198, Executed by Plan El Salvador; (f) Evaluation of social and economic impact of Guarantee Fund for Salvadoran students (FONEDUCA) to KfW and Bandesal; (g) Assessment of Mangrove Corridor Program, implemented in El Salvador, Honduras and Nicaragua, financed by the Spain Fund SICA; (h) evaluation model system pilot project to support women's entrepreneurship in the territory UNDP

Name	Position	Academic degrees	Relevant professional activities
			Project 00057378 - CONAMYPE; (i) Final Evaluation of Productive Opportunities for Small Rural Producers -PRORURAL- ATN / SF-9987 Program-ES and SP / SF-06-09-ES, funded by IDB; among others that can be reviewed in the CV.
Ernesto Nosthas Santos	Socio - Economical Researcher	BA Civil Engineering MBA International Finance Post-graduate studies (i) Social Management (USA) y (ii) Migration and Development (Israel)	International Consultant KfW, SICA, GIZ, IOM, IADB, World Bank and JICA. MBA Executive with over twenty five years of experience in the design, monitoring and evaluation of policies and social programs, local development, private investments, citizen participation and municipal management. **Director of the Design Team of the Poverty Map of El Salvador 2004** and senior member of the design and implementation team of the Family Farming Plan of the Government of El Salvador (2012-15). Among the most significant consulting work include: • Port / Maritime Transportation Specialist to IC Net for "Final Evaluation - La Union Port Development Project In El Salvador (LA NO. ES-P5)", IC Net Limited, Japan – Japan International Cooperation Agency • Senior Consultant: Design and Operation of the Investor Office CRECEMOS TU EMPRESA - Ministry of Economy (2015-2016) • Senior Consultant: United Nations World Food Programme: Senior Advisor to the National Directorate for Civil Protection for the Design and Formulation of the (i) National Contingency Plan for Volcanic Eruption, (ii) National Contingency Plan for Drought, (iii) 11 Contingency Plans for Drought for Municipalities in the "Central America Dry Corridor" and (iv) National Protocol for the implementation of Early Warning Systems for different threats (2017-19) • Independent evaluator of investment projects for Inter-American Development Bank and Multilateral Investment Fund • Principal Consultant: Environmental Fund of El Salvador (FONAES): Design of a monitoring and evaluation System • Senior Consultant for Social and Economic Assessment of the STRATEGY TO SUPPORT THE EASTERN REGION OF EL SALVADOR for Japan International Cooperation Agency JICA (january2010-july2010)
Manuel Fermín Oliva Quezada	Agricultural Researcher	Ing. Agrónomo Administrador	The academic training in Agricultural Engineering allowed to have expertise in this area, the experience has been developed through work in the Banco Agricola, supporting different users, especially to cooperatives in the reformed sector, from finance to management recovery by providing the requisite technical support to ensure the proper investment of resources and ensure their recovery. Second, work with PRESTOMAR group was leading a shrimp fleet in El Salvador and Nicaragua in the entire chain from fishing to export to the US market, also developed the first draft greater extent in the country in the nineties with the construction of greenhouses for the production of export foliage Tree fern (Asparagus virgatus) in an area of 120 mzs located in Omoa, Chalchuapa, Santa Ana estate; This work allowed to develop an expertise in shrimp and intensive crops for export under controlled conditions, compliance with quality standards and access to export markets. Third, working with small and medium farmers in the Ministry of Agriculture, technically required to meet the production of basic grains, coffee, sugarcane, fruit, livestock, aquaculture and agro-industries. Finally INTERNATIONAL TECHNICAL recent experience as a resident engineer a project related to irrigation, allowed me closer to farming communities in the eastern part of our country. In recent years, personal I have dedicated to coffee cultivation on a small scale. In the early 80 's and other activities devoted to technical assistance me coffee growing working to: (1) Company GUIMAR SA de CV, meeting their plantations in the canton Buenos Aires, jurisdiction of Santa Tecla La Libertad; and (2) Ernesto Sol, plantations located in the canton The Paste, Candelaria de la Frontera, Santa Ana.

The main team will be accompanied by: (a) a database specialist who will be in charge of a two person team to perform quality control of the surveys and will also have four people who will perform the information processing daily; (b) up to three field supervisors for surveys; (c) a team of up to 12 people to conduct surveys; (d) two people who will support conducting interviews and focus groups; and (e) an administrative assistant who will have logistic support functions.