



Stichting Rural Development Consult

biennial report
2013-2014



Comprometida con el
apoyo a la intervención
pública y privada
para el desarrollo rural.



CENTRO DE ESTUDIOS PARA EL DESARROLLO RURAL
STICHTING RURAL DEVELOPMENT CONSULT

Committed to supporting
public and private
interventions for rural
development





Stichting Rural Development Consult

Biennial Report 2013-2014

San José, Costa Rica
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Foreword

The *Stichting* Rural Development Consult (CDR) was created, more than 25 years ago, in order to contribute to the development of the region, as well as to research, knowledge generation and reflection. Today, with 25 years of experience, more than 600 projects implemented, and a network of over 20 consultants and researchers, the CDR is firmly rooted in Central America, the Caribbean and the Andean Region, still working in distinct areas of rural development.

The team, as of 2015 including seven consultants and researchers, is working from offices in San Jose, Costa Rica, and from four other countries permanently (in Central America, Europe and the Caribbean). It is consistently supported by other consultants and associate consultants, who also operate from different countries in the world. This way of operating reflects the adaptability of the Foundation and its flexibility to achieve objectives, marking a route that has grown not only in number of implemented projects, but also in linkages, networks, methods and in the way of communicating its findings.

In the past two years, CDR's experiences have been varied, and so have also been in learned lessons. The analysis has evolved from a single-sector focus to another where several sectors are involved. The activities converge ever more closely on local development and on global economic and social trends. Research methodologies are more technical and adapting to the globalization of knowledge. CDR's challenge now is to achieve a balance between consultancy assignments and academic research, in a geographical area covering Central America, the Andean region and the Caribbean.

The Foundation endeavours to remain independent of specific interests of donor agencies and institutions that receive its advice and services. This has proven to contribute to the quality of the results of research and thus to cooperation policy. Research and consulting converge in such a way that the establishment of an appropriate institutional environment is the key to success in development efforts.

The CDR continues to focus on the future with a solid foundation of 25 years of assessments, consulting, projects and experiences developed, committed to continue offering a balanced range of reflection and action in the coming

years. Its location, experience and multi-disciplinary approach constitute a basis that enables it to serve a public interest.

There is a continuing need to support public and private intervention with knowledge based on field research and professional independence. This is what makes our operational agenda, on the way in a process of fair and clean development.

We invite you to discover more about the CDR Foundation, our work and interests. We hope to assist you and your organization in the near future.

The CDR team



Introduction

CDR (Rural Development Consult, by its official name) is an international foundation established in 1989 in Amsterdam, The Netherlands, without affiliations since 2006. It has always worked in San Jose, Costa Rica, as the basis for all its activities in Central America. CDR also conducts research and consultancy in the Caribbean and South America.

CDR has ties of collaboration with several research institutions, including universities in the Netherlands, as well as with research and consultant teams in Europe, Central America and the Caribbean.

The framework of CDR consulting services is based on extensive body of applied research, which combines micro-level studies with sector and macroeconomic analysis.

During the last decade CDR work has been mainly focused on:

- **Evaluation of direct as well as indirect effects of programmes and targeted interventions;**
- Research in **rural production chains** and marketing systems;
- Evaluation of **financial service policies** adapted to size, in particular of micro and small enterprises;
- Monitoring programs for **sustainable development** with emphasis on territorial dynamics and equity;
- Project implementation in (re-)construction of **public infrastructure and urban planning**.

Over the years, CDR has succeeded in integrating gender issues in development. This is reflected in contributions to the development of a services market of services that facilitates economic and social development in the region.

The current strength of the Foundation lies in the depth, specificity and flexibility of commitments subscribed by bilateral and multilateral institutions. The work aims at alleviating concerns about the scope and impact of development policies, through advisory and analytical methods

in accordance with the needs of development actors. The goal is to create additional capacity, both on the side of the target groups and agencies.

With this biennial report, the reader is invited to learn more about the work of CDR and especially summarize the achievements and challenges of the past two years (2013-2014), particularly on the contributions of the institution to the development of the region. The first part summarizes a publication in 2014 on the occasion of the 25th anniversary of CDR: the book *Un recorrido por líneas locales* ("A tour along local lines"). Then follow a description of the organization, the team of consultants and the achievements of the past two years. In annexes, details are presented of missions in 2013 and 2014, together with a profile of the individual consultants.

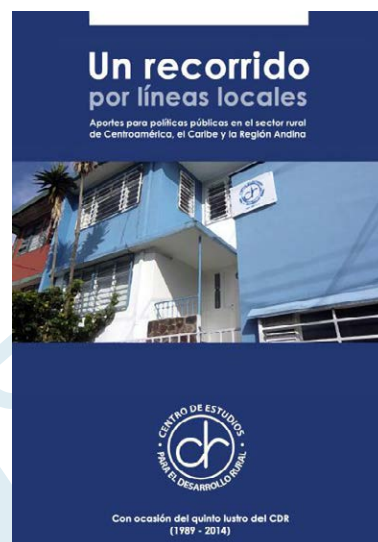


Un recorrido por líneas locales – 25th Anniversary of CDR

In commemoration of the 25th anniversary of Foundation CDR, the special lustrum publication was prepared with a selection of research, consulting and evaluation of projects and programmes in various countries in Central America, the Caribbean and the Andean Region. The objective was to show different themes, countries and prospects - facing the past and the future - and build it with the support of people working on the permanent staff of CDR, but also with external colleagues from sister institutions.

The works reflected in this book represent the great confidence of organizations and bilateral and multilateral donor agencies in the region. This requires us to pay close attention to effects and consequences of these interventions in the field, mindful of dramatic changes in the context of rural development in the last 25 years. These changes basically caused the rural sector to approach the city and vice versa, while the Andean region (e.g. Ecuador) and the Caribbean islands (e.g. Haiti) are more integrated today than in the late eighties.

The title of the book *Un recorrido por líneas locales* reflects an exploratory tour in which CDR has been involved; this without being able to or even wanting to offer a complete guide to what works well or less well as a tool for rural development policies. The book is an invitation to follow a path with CDR, in some way to enjoy applied research and travel from one chapter to another and know the context of different places. On this tour we find issues that shape human and socio-economic development and that somehow are common to the entire Andean and Caribbean region. We made ten stops, emblematic for the researched themes and areas. In general the chapters deal with three overall themes:



- First, the search for a robust methodology to define, identify and validate **generic interventions**, usually the state, that are useful for the vast majority of the population;
- Second, strategies to accompany the **small producers** in the adoption and consolidation of production methods compatible with a healthy evolution of the **environment**;
- And third, what can we learn from **very specific state interventions** in a single sector or one area, with a profound and long term impact for the population?

Each chapter is a stop on the tour, so the reader is invited to discover and learn more about the local lines for public policies that already exist or are being created in 10 different stops. The following summarizes the main question or discussion focus of each stop:

The first stop begins with a question related to public policies for the development of rural areas: *how to involve the population* in a participatory approach, promoting family farming while ensuring governance of the territories, the integration of countries that make up the region and, therefore, the exchange of the results of formulating strategies at an international level?

The second stop is in Moskitia (The Mosquito Coast), in the north-west of Honduras, where the population's production methods cause serious problems in public health and in the environmental sustainability of the coast. Through a method called *social accounting matrix*, the researchers try to examine the impact of productive changes on the parameters of employment and the need or reduction of migration among the coastal population.

The third stop is in the middle of the rural sector in Nicaragua, where under the auspices of NGO for and by women, Ixchen, a programme of *prevention and detection of cervical cancer* was carried out over the past decade, funded by the Netherlands official cooperation. The basic question was how effective the intervention of this prevention programme has been in the incidence of this type of cancer, to which more than ten percent of women in multiple age categories and socio-economic strata may be exposed.

Stop four is in Central America, specifically in Nicaragua, Honduras and Guatemala, and displays the SEFAS programme as a CDR project implementation experience. It reflects the work with *sustainable initiatives in agriculture and its support for improving access to financing*. This experience was possible only through technical and financial support from Hivos, and

the close technical cooperation relationship with CDR it has had over the years.

The fifth stop is about the so-called 'green gold' of the Peruvian Amazon, where for centuries the conditions exist for the crop - locally called *Sacha inchi* - to help improve the food supply, human health, the economy of small producers and macroeconomic balance of Peru and other Andean countries. Research indicates that gender *Plukenetia*, which includes *Sacha inchi* (*P. volubilis*), contains species that are also native to other countries of the Caribbean Basin.

The sixth stop takes the reader from the continent to the Caribbean and investigates the state of reconstruction in Haiti, four years after the earthquake in January 2010. It focuses on thinking about how to explain that national policies seem to always repeat "more of the same", while at the local level the outline of a more effective territorial planning can be observed. There are useful experiences to consider this local approach.

Stop seven returns to the Andean region, in this case in a comparative exercise in Ecuador on territorial dynamics in the context of "*Buen vivir*" (Good Living). The challenge has been to use the existing methods to analyse human development at the cantonal level, related to its economic, financial and tourism potential; without losing sight of the criteria of inclusion in terms of public safety, the position of small businesses and the place of the elderly. The method is a kind of thermometer applicable elsewhere.

The eighth stop has a global coverage and prepares a new path in environmental impact studies. When national authorities consider the opportunity of a mega-investment, it should not be embraced or rejected up front, but analysed with rigorous methods and a calm mind. There is a procedure, internationally accepted but rarely applied correctly, to perform interventions with the method of strategic environmental assessments. In this approach, researchers, residents and politicians collaborate each with different responsibilities, searching for the best of possible alternatives.

The ninth stop is related to the previous analysis from the experience with Route 1856 in northern Costa Rica. This exercise is not to defend or expose any party in the domestic dispute, but with the desire to contextualize it at the local level - in a way - let the word to the people.

The tenth and last stop is in Nicaragua, where the construction of the Grand Canal of Nicaragua began in December 2014. This analysis is aimed as an illustration on how the face of Central America may be suffering a dramatic and irreversible change in the coming decades.

No doubt there are many issues and experiences not covered in this publication, but on this tour we tried to capture part of what CDR and its partners has been working on in different countries and themes, indicating as a final reflection that the journey has been fruitful and that work continues based on current issues of interest to the region's development.



For an electronic version, either complete or by chapters of the book *Un recorrido por líneas locales*, please visit the www.cdr.or.cr/unrecorrido. It was presented in December at the premises of CDR in San José, Costa Rica.

Organisation and staff

Board of Directors

The Foundation's Board meets regularly in the Netherlands or Belgium, usually twice a year. Since 2014, members of the Board are:

- ✓ Ruud Lambregts (Chairman, Sociologist, former manager of international programs at Oxfam Novib)¹;
- ✓ Rosien Herweijer (Treasurer, Economist, Independent Consultant);
- ✓ Jos Vaessen (Secretary, Evaluation Specialist, UNESCO, Paris);
- ✓ Maja Haanskorf (Member, Journalist, Editor-in-chief of the Dutch magazine "La Chispa").
- ✓ Marieke de Ruijter de Wildt (Member, Agro-economist, Director in Agriplace, Amsterdam).

Consultant-Researchers

The CDR maintains an internal organization with direct lines of communication appropriate to their size. Since 2015, the team includes seven members, mostly residents in San Jose, Costa Rica. The office is under the direction of Hans Nusselder. The other principal researcher-consultants are: Ariana Araujo, Angélica Ramirez, Stervins Alexis, Alejandro Uriza, Paul Cloesen and Adolfo Cordoba. In 2013 and 2014, Karla Venegas and Georgianela Carpio provided specific technical support to the Financial Services Program for Sustainable Agriculture (SEFAS), which is executed by CDR.



¹ In 2014, Pitou van Dijk finalised his term as president of the Board. Before, in 2013 Geske Dijkstra (president), Marrit van de Berg (treasurer) and Johan Bastiaensen (member) left the Board.

Esther Laureano works in the administrative team as general services assistant and Marta Valenzuela as Secretary in charge of accounting. Douglas Sanchez Fieueyan supports the team in relation to information technology. Orlando Arboleda supports in reviewing evaluation reports, and particularly in the revision of the publication of *Un recorrido por líneas locales* in 2014.



The team was complemented by a group of associate consultants - Arie Sanders, Iris Villalobos, Koen Voorend, Gustavo Novillo and Andrea Peña - who assisted in the execution of projects or the writing of chapters for the book five years.



Achievements in 2013-2014

In the mentioned period, a number of projects represented refreshing contributions, either for their methodology, subject, geographical coverage, or a combination of these aspects.

A first achievement was the implementation of the *Financial Services for Sustainable Agriculture (SEFAS) Programme*, implemented by CDR in coordination with the Dutch sponsoring agency Hivos. Given the gap between producers in environmentally balanced agriculture and the supply of financial services to this approach, SEFAS has been playing the role of a bridge between the parties. The programme was inspired by the objective to make the interests of demand and supply of credit resources compatible, as a means to facilitate the transition to a more environmentally friendly mode of production. SEFAS is being executed through training events and presentation fairs, directories of institutional data, consulting to organizations and external publications.¹ Nicaragua, Guatemala and Honduras are the countries where SEFAS has had its principal impact, arousing much attention in other Central American countries and beyond that, the interest of development finance institutions.

Research in Nicaragua, under the NICADAPTA Programme with funding from the International Fund for Agricultural Development (IFAD), has been built on a new methodological approach. The programme seeks greater resilience of small farmers in the coffee and cocoa sectors, with a view to the climate risks that are increasingly being felt. For the first time in the region, it conducted a survey among large segments of producers before the start of NICADAPTA activity, generating the baseline that at a later stage will permit to measure the impact of the programme per location, crop variety, production scale, altitude, organizational affiliation, comparing indicators before and after the programme. The ex-ante study for NICADAPTA will allow for a deeper scope and strategy of future programmes in the rural sector.

In the years 2013-14, CDR's geographic area of counselling once again has spread outside the Central American region, a third achievement of this period. With short-term counselling support was given to rural organizations operating in five countries in West, Central and East Africa, supported by the Belgian agency



¹ See <http://cdr.or.cr/libro/Cap4.pdf>.

Broederlijk Delen and *INAFI Formation*, a network of organizations committed to the self-management in rural finance . A range of institutions in Mali, Cameroon, Uganda, Burundi and Kenya was attended in a study of the savings and loan practices, based on a frame with different angles of analysis. User involvement, mechanisms for accountability and the link between savings and credit are key to ensuring the sustainability of intermediary in remote rural areas. The national prudential supervision mechanisms should be based on a balance between economic rationality and the protection of savers as the sources of the funds.

The investigation of productive and financial resources has been linked to careful management of natural resources. In 2013-14, CDR teamed up with the Foundation Macaya in Haiti to conduct a survey among households in the Macaya National Park

in the south-west of the country. There is an increasingly fragile balance between the forest ecosystem of the park and the livelihoods of local families, whose range of options for survival is very limited. The study by Macaya and CDR Foundations has prepared the basis for a long-term strategy on how to protect forests and biodiversity without sacrificing the economic and social future of the local people. A next step would be a quantified assessment of the potential scenarios that can contribute both to nature conservation and the local socio-economic development.



The advisory by the CDR team is not limited to customers in the public sector. During the years 2013-14 they were also directed to private companies. Oil palm plantations were assessed in very different contexts in Madagascar and



two regions of Colombia. Manakara (Madagascar), on the edge of the tropics, lies in an area not conducive to oil palm cultivation, due mainly to relatively low temperatures. Technical support was therefore focused on finding alternatives to this crop. In Meta, Colombia, a great

potential was found, but soil conditions that require deep intervention. In Puerto Vilches (valley of the Magdalena river, Colombia) the lack of control of the spearrot (“Pudrición del Cogollo”) disease in old, often abandoned plantations, leads to constant re-infection that continues to hamper development of the crop. In other sites, a permanent supply of irrigation water was the main concern. Such advice contributes to the capacity to manage threats to production.

A vital achievement has been obtained in *post-emergency land use planning*, in the particular case of Léogâne, west of the capital Port au Prince, in Haiti.

After the devastating earthquake in January 2010, under the Programme to Support Reconstruction of the town of Léogâne (RELEO), first, the rubble of destroyed houses was removed to improve urban roads. Also, drains, irrigation channels and streets were cleaned. 17 projects were launched



for the reconstruction of public services, such as the municipal police station, cultural center with library, schools and the reconstruction of the municipal park. The projects have been largely completed, while six will be finalized in the course of 2015. RELEO also allowed strengthening of 15 municipal councilors, 11 infrastructure maintenance committees, and 80 organizations with classes with capacity for a total of 3,100 students.

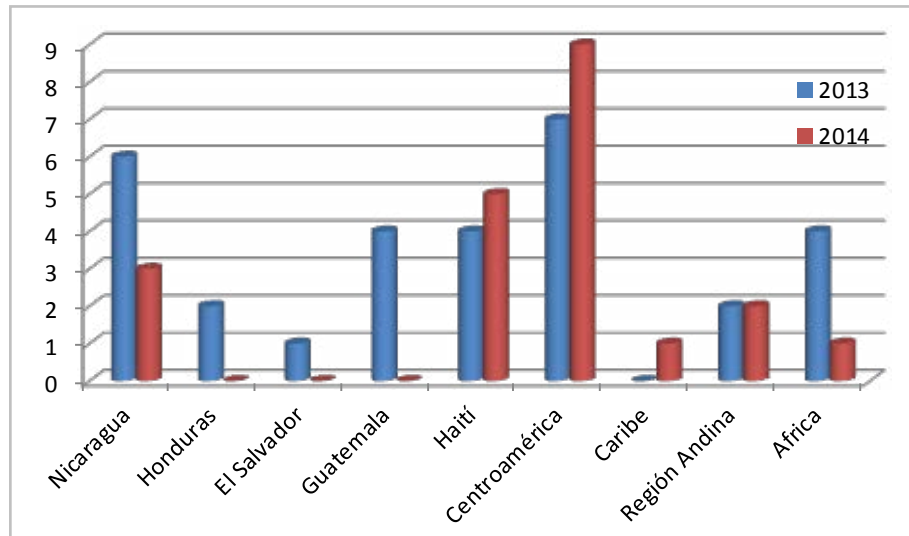
Implementation by country and theme

In 2013-14, CDR was involved in a wide range of research, evaluations and advisory services to projects. Figure 1 presents the information of projects during this period on a regional basis. Regionalization of projects remains strong, since most of the activities are carried out in more than one country. Nicaragua remains one of the countries with the higher number of jobs. In cases such as Guatemala, Honduras and El Salvador, there was more activity in 2013, with seven assignments, and no work performed in 2014 in these countries individually. An interesting trend is observed in Haiti, where four assignments were carried out in 2013 and five in 2014. The Andean region and the African continent represent professional challenges in each of the two reported years.

During the period 2013-14 the percentage share of requests originating from Dutch sources remained stable, with half in each of the two years. Agencies

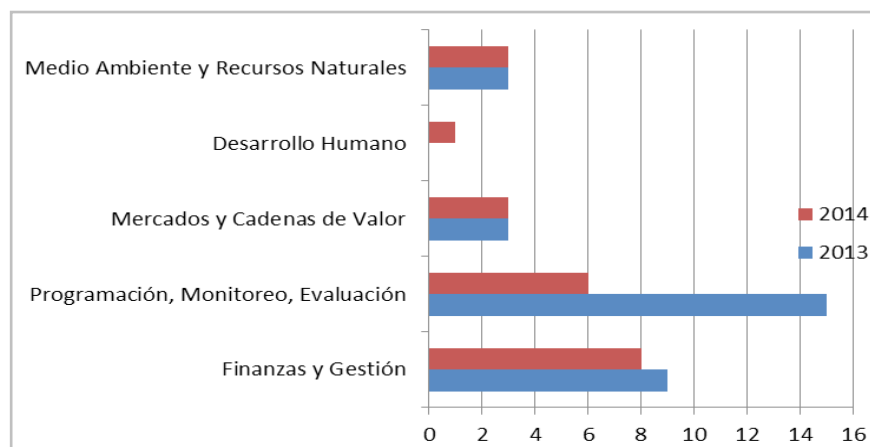
such as Hivos, Cordaid, Woord en Daad (Word and Deed) and Kinderpostzegels (Children's Stamps) have been repeat customers in CDR's work. New customers in the period were the KfW bank (Germany), Broederlijk Delen (Belgium), Grant Management Solutions (USA) and Hardman and Company (Britain). UNDP was a customer of the Foundation in both years.

Figure 1: Number of CDR projects per country and region (2013-14)



As for the thematic areas, the subjects covered by the team remained the same (Figure 2), but with some variations from one year to the next. Finance and Management remains a key area of interest for CDR, with an equally constant level in the themes Markets and Value Chains and Human Development.

Attention to Programming, monitoring and evaluation fell back during 2014, due to the concentration of work in fewer projects of larger size. The emphasis on work related to human development is reflected in a rebound in this subject, at least in one occasion during 2014.

Figure 2: Areas of work CDR per year (2013-2014)

Audit

The financial statements for 2013 and 2014 were audited and found in accordance with generally accepted accounting principles in the sector. The external audit was conducted in Costa Rica by Lic. Ismael Acosta (CPA 3115).

Annex 1: Projects in 2013

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-01	PME	Reconstruction of the community of Léogâne <i>Stervins Alexis, Four quarterly progress reports to FAES, Hydroplan and KfW ("Appui à la Reconstruction of Léogâne (RELEO)").</i>	Haiti	January - December 2013	The earthquake in Haiti on January 12, 2010 went into history as the deadliest ever in the western hemisphere. The price was paid with the lives of tens of thousands of dead and an untold number of affected, of which half a million still have no roof. The problems of health, safety, education, transportation, and individual and collective well-being also worsened. The reconstruction of Léogâne, near the capital, includes investments in public infrastructure around the central park, pointing to functionality and the beauty of a future reborn city.	KfW - Hydroplan
13-02	PME	Evaluation of Direct Effects of the Country Programme <i>Hans Nusselder and Wilfredo Díaz, Evaluation (Effects 2.2 and 2.3) of the 2007-2013 UNDP Honduras Country Programme, San José, Costa Rica.</i>	Honduras	February - September 2013	Multilateral rural development programmes in Honduras proceed in a context marked by inequality, insecurity and institutional stagnation. The Country Programme (Effects 2.2 and 2.3) of UNDP in 2007-2013 aimed at a limited number of targets, mainly in the fields of public institution building and the rural smallholder production system. The evaluation included the degree to which the objectives were reached and identified obstacles in the realization of outcomes. There is scope to increase productivity, equality, environmental balance and the governance of rural development initiatives.	PNUD
13-03	MCV	Regional coordination of SEFAS Programme <i>Ariana Araujo Resentera, Program Coordinator. Hivos, Central America, 2013.</i>	Central America	January - December 2013	Access to financial services by sustainable producers in Central America is limited, but the need for resources is compelling. The Programme Financial Services for Sustainable Agriculture (SEFAS) aims to facilitate linkages between local and international suppliers of financial services and sustainable producer groups (certificates). SEFAS is being financed and co-directed by the Humanist Institute for Development Cooperation (HIVOS-Netherlands).	Hivos-SEFAS

¹ Themes: PME: Planning, Monitoring and Evaluation; MCV: Markets and Value Chains; MRN: Environment and Natural Resources; FIG: Finance; DHU: Human Development.

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-04	MRN	Workshop and advice to Credia Foundation : scientific tourism <i>Feasibility analysis on the Development of an Offer of Educational and Scientific Tourism in the Region of the Honduran Caribbean Biological Corridor.</i>	Honduras	January 2013	The north coast of Honduras has, in addition to intense agricultural, industrial and port activities, an immense wealth natural beauty, sea and land wealth. The half dozen protected areas provide the basis for both scientific research on issues of diversity, but also for the development of tourism. The Strategic Plan, prepared with the PROCORREDOR programme and Credia Foundation, proposes the preparation of a long-term partnership for scientific tourism.	Zamorano
13-05	FIG	Financial Fair <i>SEFAS, SEFAS-FAST Financial Fair, March 2013.</i>	Guatemala	March 2013	SEFAS, as local partner of FAST (Finance Alliance for Sustainable Trade), executed the Financial Fair to link sustainable producers with the financial sector, on 14 and 15 March 2013 in Antigua, Guatemala, in the framework of the XVI edition of the international agricultural fair AGRITRADE Expo & Conference 2013, organized by AGEXPORT. These platforms of direct negotiation with financial institutions have influenced access to credit by the groups, as well as their internal management, preparing them to meet the requirements.	Hivos-SEFAS
13-06	PME	Evaluation bilateral cooperation : health sector <i>Alejandro Uriza, Evaluation of Finnish support to the health sector in Nicaragua 2005-2012, FCG International / Government of Finland, 2013.</i>	Nicaragua	February - May 2012	At the end of more than a decade of bilateral support, the Finnish contribution to the health sector in Nicaragua is evaluated, to the Nicaraguan Health Fund (FONSALUD), the Fund for Gender Equality and Sexual and Reproductive Rights (FED) and the programme VOZJOVEN "Promotion of Sexual and Reproductive Health with emphasis on adolescents and youth in Nicaragua". The evaluation involved a methodological challenge to cover three different programmes, working in related fields, but at the same time representing the interests of several governments.	Finlandia/FCG
13-07	FIG	Evaluation of credit funds and revolving funds <i>Nusselder and Hans Alexis</i>	Africa	March - July 2013	The historical lack of access to formal financial services in rural Africa is partly remedied by customary monetary rotation within most communities. The support provided by Broederlijk Delen (Fraternal Sharing, a Flemish Belgian	Broederlijk Denle

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
		<i>Stervins, Evaluation of Methods and Experiences of partner organizations and INADES Broederlijk Delen Formation in six African countries, San José, Costa Rica, July 2013.</i>			organisation) and INADES Formation addresses a range of NGO initiatives in Burkina Faso, Cameroon, Uganda, Burundi and Kenya to strengthen mechanisms both pre-existing and newly created under self-governance. The revaluation mission collected data on a comparative framework, aimed at advising the participating organizations on how to proceed in their strategies towards successful practices.	
13-08	PME	Follow-up of workshop with counterparts <i>Alejandro Uriza, Preparation and animation of a workshop on fundraising. Guatemala and Nicaragua.</i>	Nicaragua and Guatemala	April - September 2013	Kinderpostzegels provides technical assistance to its 20 partner organizations in Guatemala and Nicaragua, in order to define a common path to face the new challenges in the search for new forms of financing. The workshop concluded with the development of a joint plan of action which will harmonize the interests of members and guide the steps to reduce - in the short term - budget deficits many would be facing in the medium term.	Kinderpostzegels
13-09	PME	Workshop Facilitation counterparts <i>Angelica Ramirez, photographic record: Workshop to identify regional processes and synergical cooperation - DGD-Trias CAM Program 2014-2016. San Salvador, April 2013</i>	El Salvador	April 2013	In the construction of a Programme's regional processes, it is essential to know the workings of each counterpart and perform a participatory development of strategies. Trias CAM promoted an exchange with their counterparts in a workshop to develop regional strategies for the DGD Programme 2014-2016. The workshop was facilitated in line with Trias CAM's regional vision, and processes and synergies were identified to be integrated into individual proposals from organizations. A photographic record resulted from the event, highlighting issues of entrepreneurship, women and youth, and a strong interest from the counterparts to manage processes at regional level.	Trias
13-10	FIG	Financing Round <i>SEFAS, Financial Fair SEFAS-FAST, 20 and 21 July 2013.</i>	Nicaragua	July 2013	SEFAS in partnership with CEI and support by Root Capital, executed the fourth Financing Round to link sustainable producers with the financial sector, as part of the Vth Meeting of Producers and Exporters of Nicaragua. The fairs were spaces for direct negotiation of financial services between organizations of sustainable producers and	Hivos-SEFAS

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
					financial institutions. These spaces have influenced access to credit and the organisations' internal management, preparing them to meet the requirements of financial institutions.	
13-11	FIG	Advice to UPC <i>SEFAS, Technical counseling to ADESC UPC, April 2013.</i>	Guatemala	April 2013	Groups of small sustainable producers have trouble accessing financial services. One of the most frequent limitations in this sector is the lack of consistent records on financial and accounting matters that would make them creditworthy. Through technical counseling to the groups ADESC and UPC in Guatemala, administrative and technical support was provided to groups in order to help them comply with basic requirements and internal organization. This would enable them to negotiate in better terms with financial institutions in Guatemala.	Hivos-SEFAS
13-12	FIG	Evaluation of Solidarity Funds <i>Facilitating access to rural financial services. Evaluation of Methods and Experiences of Solidarity Funds. Broederlijk Delen / Inades Formation. San Jose, August 2013.</i>	Kenya	March - May 2013	In the African rural sector, Solidarity Funds for Development have similarities with credit unions, but are different. They are more accessible and less formal, they can integrate different social strata. The organization Inades Formation introduced the Fonsdev in ten countries, among which Kenya, where they were the subject of external review. These Funds have the potential to bring together economic and social actors beyond the development of monetary circulation.	INADES Formation
13-13	PME	Evaluation of the 2009-2013 Strategic Plan <i>Alejandro Uriza, Assessment Report on Strategic Plan 2009-2013, GAPS, 2013</i>	Nicaragua	September 2013	The Mesoamerican Information Service on Sustainable Agriculture (SIMAS) is a Nicaraguan association supporting rural families, committed to building democratic and sustainable ways of life. The evaluation of its strategic plan sought to measure the contribution of its work among organizations, trade unions, social movements and other client institutions. This services helps them to be accountable to their donors and to improve their work in information management, communication and advocacy. This in turn will foster real change in sustainable agriculture, while contributing to institutional sustainability.	SIMAS

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-14	MRN	Socioeconomic diagnosis of Macaya National Park <i>Paul Cloesen, "Diagnostic de la situation socio-économique du Parc Macaya," Ministry of Environment, GEF, UNDP, Haiti, 2014</i>	Haiti	July - December 2013	Study of the population and economic dynamics in the Macaya National Park, based on comprehensive household and agricultural censuses. The work included georeferencing each house and field and a mapping of physical environment, housing, crops, economic sectors, natural resources and roads. The different production systems and the patterns of migration analysed and the fragile balance between conservation and livelihoods of the inhabitants were highlighted.	PNUD
13-15	PME	Reconstruction of Léogâne (extension) <i>Stervins Alexis, Four quarterly progress reports to FAES, Hydroplan and KfW ("Appui à la Reconstruction of Léogâne (RELEO)").</i>	Haiti	August - December 2013	The earthquake in Haiti on January 12, 2010 went into history as the deadliest ever in the western hemisphere. The price was paid with the lives of tens of thousands of dead and an untold number of affected, of which half a million still have no roof. The problems of health, safety, education, transportation, and individual and collective well-being also worsened. The reconstruction of Léogâne, near the capital, includes investments in public infrastructure around the central park, pointing to functionality and the beauty of a future reborn city.	KfW – Hydroplan
13-16	PME	Financial capabilities of CORDAID counterparts <i>Alejandro Uriza, Analysis of the capabilities of CORDAID counterparts in fundraising, 2013</i>	Guatemala	October 2013	After more than two decades of development cooperation, donors have been building new models of cooperation to facilitate aid, based on efficiency and results-based management. This has forced many NGOs into rethinking their fundraising strategies, converting into a socially oriented business model, engage in alliances and partnerships with other actors and participate in a broader political dialogue. Cordaid has supported the search for new funding strategies for several years. In this study, the results from 18 organizations in Guatemala are evaluated, as an input to develop a training and institutional strengthening plan.	ASO-SEPRODI

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-17	PME	Mapping of CORDAID's funding sources <i>Angelica Ramirez and Alejandro Uriza, Mapping of potential sources of funding for programmes and projects in development cooperation, Cordaid, 2013</i>	Guatemala	November 2013	In accordance with the new changes in the development cooperation, CORDAID seeks to help its partners to obtain more efficient and sustainable social returns and to enhance equality in power relations (becoming partners). To support the search for financial sustainability, a mapping of the main funding sources was performed - bilateral, multilateral, private sector and government - in order to define a strategic route towards financial sustainability and diversification of financing sources.	ASO-SEPRODI
13-18	PME	Evaluation of the DFI's investments and funds <i>Daniela Stoicescu and Alejandro Uriza, Evaluation of the impact of investments by the Belgian Investment Company for Developing Countries (BIO) Phase II. Carnegie Consult, 2013.</i>	Nicaragua	October 2013	In 2012, the Belgian Ministry of Cooperation conducted the first phase of the evaluation of BIO, which focused on organizational structure, consistency and efficiency. The second phase includes the evaluation of financial impact and the development of operations. In Nicaragua, several direct and indirect investments were studied to assess their impact on access to finance for MSMEs in innovative projects and on the Nicaraguan economy, as well as the efforts of the various stakeholders to stimulate growth and employment.	Carnegie Consult
13-19	PME	Strategic Planning of SEFAS Programme <i>SEFAS, Workshop: Formulation of Strategic Planning, San Jose, July 2013.</i>	Central America	July 2013	A two day workshop with the SEFAS team was held in San José to review and refine the programme strategy. The event focussed on the management of larger sized funds, as well as a greater range of funding sources and thereby obtaining a better and more sustainable impact.	Hivos-SEFAS
13-20	FIG	Funding Meeting in Honduras <i>SEFAS, Financing Meeting. 19 and 20 September 2013.</i>	Central America	September 2013	SEFAS, in partnership with Root Capital, organized a Finance Meeting to link sustainable producers with the financial sector. The meeting was held as part of the promotion strategy for SEFAS and Root Capital in Honduras. Its aim was to promote access to credit by groups and improve their internal management, preparing them to comply with the requirements of financial institutions.	Hivos-SEFAS

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-21	MRN	Feasibility of oil palm cultivation in Manakara <i>Paul Cloesen, "Evaluation de pre-faisabilité de la réhabilitation de la plantation de Palmier à Huile d'Ambila". July 2013.</i>	Madagascar	June - July 2013	Manakara is situated at almost 25 degrees south latitude, well outside the optimal zone for oil palm cultivation. This crop contributes to the economy and food security in the region, but does not have potential to be competitive on an industrial scale in an open market. Therefore, suggestions on alternative crops were formulated.	Ex-Change
13-22	FIG	Evaluation of effectiveness of FAE projects <i>Meindertsma JD, AhTchou S., Ramirez A. and Maureira J., Evaluation of Effectiveness of AEF supported projects. The case of POLARIS Energy SA Wind and Amayo SA Consortium (Phase II), Nicaragua. November 2013.</i>	Nicaragua	August - November 2013	Access to energy influences the improvement of people's quality of life and is part of the many national strategies to combat poverty and improving access to basic services. The AEF (Access to Energy) fund is a mechanism of FMO (Dutch Investment Fund) to finance energy projects. The effectiveness of two projects, Polaris Geothermal Project and Amayo II Wind Consortium was evaluated. The study stressed the state prioritizing energy as a mechanism for poverty reduction in Nicaragua, with the creation of laws and enabling environment for investment in energy projects.	Ecorys
13-23	FIG	Evaluation production plan oil palm - Mapiripán <i>Paul Cloesen, Assessment of Poligrow's Oil Palm Development Project in Mapiripán, Meta, Colombia. Mission Report, 15-21 September 2013</i>	Colombia	September - November 2013	Among the regions with the highest unused potential and growth in oil palm are the plains of Meta Department in the East of Colombia. This study found an excellent level of phyto-sanitary and agricultural management, but also a problematic state of soils, and a vegetative development of the plantations below expectations.	Hardman & Co
13-24	PME	Micro -Enterprise Program Evaluation <i>Hans Nusselder, «Programa de Fortalecimiento Institucional del Subsector MYPE del Despacho</i>	Peru	October 2013	The Belgian cooperation in Peru was in part channeled to promoting business sector, in this case towards the Institutional Strengthening for Micro and Small Enterprises Programme at the Ministry of Production. This programme included support to the design of Ministry policy and also to develop methodology for counseling and improvement	CTB

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
		<i>Viceministerial de MYPE e Industria para el Desarrollo de Políticas e Instrumentos para la MYPE. Evaluación Final.»</i>			of business management. While centered in Lima, decentralization resulted in a broad support for the Micro- and Small Enterprise sector nationwide.	
13-25	PME	Update of baseline <i>Alejandro Uriza, Technical Assistance Report. November 2013.</i>	Nicaragua	October 2013	Woord en Daad, as a Dutch charity cooperating with others such as Red een Kind, is implementing a programme called CLARA, in Nicaragua, Guatemala, Colombia and Haiti. It is based on a common theory of change and focused on education and technical training. A number of results indicators are reported annually by the partner organizations, but most cannot be monitored consistently. Therefore, indicators were developed with a view to determine poverty rates, school enrollment, educational level (literacy) and gender parity. The instrument was made up of household surveys, measuring progress with respect to situation before.	Woord & Daad
13-26	PME	Update of baseline <i>Study of Direct Results. Support to data collection under the auspices of Woord en Daad. Summary of activities.</i>	Haiti	September - October 2013	The support of the Dutch charity Woord in Daad (Woord and Deed) is being focused in the areas of education and vocational and technical training. To follow up the implementation and results of their programs, the institution introduced a base line instrument, with a view to their application at the level of each of its partners. In the case of Haiti, four organizations collaborated, coordinated in this consultancy, in standardizing the data collection.	Woord & Daad
13-27	MCV	SEFAS - Survey of coffee companies <i>A. Córdoba and A. Ramirez, Up-scaling service delivery business models supporting smallholders, cocoa and coffee growers: Honduras, Costa Rica and Nicaragua. Costa Rica, December 2013.</i>	Costa Rica and Nicaragua	November 2013	The sustainability of the coffee sector is influenced by the availability and variety of services to producers. Services such as purchasing, input supply and advise on production improve productivity and quality of the coffee. With this research, the Research Center of the University of Wageningen (WUR) in the Netherlands aims to improve services to farmers. Information was collected from cooperatives and companies on services received and offered. Service delivery by private enterprises was found very important, with strong participation of cooperation programs in financing technical assistance.	Wageningen Un.

No.	Theme ¹	Title and Publication(s)	Country (ies)	Dates	Description	Client
13-28	MCV	UTZ Scan <i>A. Córdoba and A. Ramirez, Farmer Support Facility - powered by UTZ and HIVOS: Scan of the coffee industry in Honduras and Nicaragua. November 2013.</i>	Nicaragua and Honduras	September - November 2013	In Honduras and Nicaragua, Central America's poorest countries, the coffee sector is very important in the national economies, and developed mainly among small and subsistence farmers. A diagnosis of the situation of the sector in both countries was conducted, and an assessment of the viability of implementing a FSF (Farmer Support Facility), a platform developed by UTZ and Hivos that seeks to strengthen the economic position of farmers through access to professional services and technicians. The study highlighted the need to organize the independent producers, to improve productivity and support to cooperatives in organizational aspects and negotiation skills.	UTZ
13-29	FIG	Technical Assessment Guide - Ability to access Financial Services <i>SEFAS, Technical Assessment Guide, December 2013.</i>	Central America	December 2013	In the sector of sustainable agriculture, not only producers but also supporting professionals need to improve their knowledge of technical, productive and organizational issues. This helps them to prepare producers as creditworthy clients to the banking institutions. This guide contains technical requirements, steps and practical tips to negotiate with specialized financial entities.	HIVOS-SEFAS
13-30	PME	Evaluation Events Sponsorship by UNESCO <i>Nusselder, H. and M. Rathner, Evaluation of UNESCO's association with the celebration of Anniversaries. February 2014</i>	World	December 2013 - February 2014	Since the mid-1950's, UNESCO has celebrated anniversaries of personalities, works and institutions with high value to society, culture and the world economy. To date, nearly 800 anniversaries have received the endorsement of the organization, the numbers increasing over the past five biennia. An external review of the program was conducted in order to calibrate the criteria and procedures, in search for a balance in the representation of the continents, through consultation with a large number of UNESCO representatons and departments.	UNESCO

Annex 2: Projects in 2014

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-01	PME	Reconstruction of the Léogâne Community <i>Stervins Alexis, Reconstruction of the community of Léogâne, Intermediary Report, KfW, 2014</i>	Haiti	July 2013 - May 2014	Support to the regional office of FAES under KfW's RELEO programme. Technical review and approval of tenders up to US\$ 100,000, monitoring the implementation of works and coordination of specialized services. Verification of tenders above \$ 100,000 and follow-up of the No Objection process. Quality control and verification of compliance with regulations, including seismic resistance. Support to the Municipality and coordination with other actors in the reconstruction of Léogâne.	KfW - Hydroplan
14-02	FIG	Financial Services for Sustainable Agriculture <i>SEFAS Evaluation Report 2014</i>	Central America	January - December 2014	Access to financial services by sustainable producers in Central America is limited, but the need of resources is urgent. The Financial Services Program for Sustainable Agriculture (SEFAS) aims to facilitate linkages between local and international suppliers of financial services and sustainable (certified) producer groups. SEFAS, co-directed with the Humanist Institute for Development Cooperation (Hivos-Netherlands) has been executed by CDR since 2008.	SEFAS
14-03	PME	Monitoring Scoreboard <i>Development of the Pilot Monitoring Scoreboard for final recipients of the Global Fund against AIDS, Tuberculosis and Malaria in the Dominican Republic, GMS, 2014</i>	Dominican Republic	January - September 2014	As part of a public-private partnership, the Global Fund to Fight AIDS, Tuberculosis and Malaria, Grant Management Solutions (GMS) and SAP AG have developed a dashboard for the management of grants by the implementing agencies. The pilot trial, in Dominican Republic for Latin America, will permit to compare indicators to allow optimizing the management of the grants.	GMS

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-04	FIG	Characteristics and Financing of the Certified Sustainable Sector <i>Training modules on Financing of the Sustainable Agricultural sector in Cental America</i>	Central America	January 2014	Central American financial institutions often perceive sustainable agriculture as risky. That makes for significant gaps between supply and demand of specialized financial services. However, certified sustainable producers can count on more stable markets, better prices and stronger organizations. Under this project, several modules informing on the characteristics, advantages and credit needs of the sector, edited in 2013, were finalized under this project .	Hivos
14-05	MRN	Socio-economic study of Macaya National Park <i>Paul Cloesen and Hans Nusselder, "Diagnostic de la situation socio-économique du Parc Macaya", Ministy of the Environment, GEF, PNUD, Haiti, December 2014.</i>	Haiti	January - December 2014	Study of the population and economic dynamics in the Macaya National Park, based on comprehensive household and agricultural censuses. The work included georeferencing each house and field and a mapping of physical environment, housing, crops, economic sectors, natural resources and roads. The different production systems and the patterns opf migration analysed and the fragile balance between conservation and livelihoods of the inhabitants was highlighted.	PNUD
14-06	MCV	Assessment of four Oil Palm Estates in the Magdalena River basin, Colombia <i>Paul Cloesen, Visit to 4 plantations in the Magdalena River basin, a pre-due-diligence exploration, Colombia, March 2014.</i>	Colombia	March 2014	Four plantations, two of which with smallholder programmes, were evaluated at the request of a private investment fund. Despite encouraging results with the planting of interspecific hybrids, the biggest bottleneck for palm cultivation remains an adequate pemanent water supply in one area and the lack of effective control of Spearrot (Fatal Yellowing/Pudrición del Cogollo) disease in he other. The national eradication campaign had not really taken off yet.	Harvard Management Co.

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-07	PME	Fundraising plans for programmes <i>Alejandro Uriza, Workshop on fundraising plans.</i>	Guatemala and Nicaragua	March - September 2014	For the third consecutive year, Kinderpostzegels provided technical assistance to its 20 partner organizations in Guatemala and Nicaragua. This time it facilitated a workshop that concluded in a common plan of action and the development of a business plan for each. These plans will serve as a guide to rapidly reduce the budget deficits that many would be facing in the medium term.	Kinderpostzegels
14-08	PME	Environmental and social audit of three projects <i>Report on the project "Linking Financial Markets and Sustainable Production"</i>	Haiti	February - December 2014	Root Capital and SEFAS co-implemented the project "Linking Financial Markets and Sustainable Production", financed by IDB and Hivos, which seeks to promote the commercial relations between organizations sustainable agricultural producers and local financial institutions in Nicaragua, Honduras and Guatemala. The program seeks to improve the profile of producer organizations as subjects of credit from financial institutions through technical assistance.	BMPAD
14-09	FIG	Diagnosis of groups of sustainable producers <i>SEFAS, "Diagnóstico de grupos de productores sostenibles en Honduras, Guatemala y Nicaragua", October 2014.</i>	Central America	March - October 2014	Financing, as a bottleneck in sustainable agricultural chains, becomes important when it comes to groups of small farmers with limited skills in financial management. The diagnosis made in Honduras, Guatemala and Nicaragua, within the framework of the collaboration of SEFAS and Root Capital program, allowed defining lines of work and define the scope of the project VINCULANDO. New methods for linkage with financial institutions were proposed and implemented during the execution.	SEFAS / Root Capital

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-10	MCV	Baseline Study Nicadapta <i>Sanders A., Ramírez A., Reyes A., "Diseño y elaboración de línea de base y evaluación de impacto de NICADAPTA", Final Report, Nicaragua, February 2015</i>	Nicaragua	September 2014 - February 2015	Climate change impacts negatively, both to small and large coffee farmers, in a number of ways. The Project NICADAPTA will be developed from 2015 onwards in coffee and cocoa growing regions, with actions aimed at improving living conditions for 40,000 rural families, through mitigation of the effects of climate change. A baseline study was carried out among more than 2,000 producers, establishing indicators that can be measured during and at the end of the project and will permit to verify its effects and impact.	IFAD
14-11	FIG	Course Finance for Sustainable Agriculture <i>Final Report on Rural Finance for Sustainable Agriculture: alternative, opportunity, innovation</i>	Central America	June - August 2014	Lack of access to finance by sustainable producers is in part explained by lack of knowledge on the side of financial service providers. The course Rural Finance for Sustainable Agriculture: alternative, opportunity, innovation aimed to improve knowledge about the characteristics and financing needs of this sector among financial institutions. The course was organized in Nicaragua, Honduras and Guatemala, under the Project Linking Financial Markets and Sustainable Production, executed by SEFAS and Root Capital.	Hivos
14-12	MRN	Social and Environmental Audit <i>Stervins Alexis, Environmental and Social Audit of the projects PRODEPUR-HABITAT and PREKAD, 2014</i>	Haiti	February 2014 - June 2014	Environmental and social audit of the PRODEPUR-HABITAT and PREKAD projects with emphasis on verification of conformity with national legislation, the rules of the World Bank and the provisions of CGES. Causes of non-conformity were identified, corrective instruments developed and communication on management of the project improved. Assessment of environmental performance of proposed compensation measures. Proposal of corrective measures at the institutional, technical and organizational levels, with a corresponding budget.	PRODEPUR – Hydroplan

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-13	FIG	Financial Meeting SEFAS-CEI <i>Report on the results of the SEFAS-CEI Financing Round</i>	Nicaragua	May - July 2014	SEFAS, in partnership with the Center for Export and Investment (CEI) of Nicaragua, executed the fourth Financing Round for linking sustainable producers with the financial sector, in the framework of the VI Meeting of Producers and Exporters of Nicaragua. With these spaces for direct negotiation between sustainable production organizations and financial institutions, access to credit and internal management has been influenced, preparing them to meet the requirements of financial institutions.	Hivos-SEFAS
14-14	FIG	Linking Sustainable producers and Financial Institutions <i>Reports on SEFAS diagnosis of producer groups in Nicaragua, Guatemala and Honduras</i>	Central America	May - December 2014	One of the major bottlenecks for access to financial services remains misinformation and a disconnect between supply and demand of financial services appropriate for this market. The project Vinculando, implemented with Root Capital, provided personalized support to groups of producers creating a presentable profile for a financial institution. On the other hand it gave a boost to prototypes of appropriate financial products for the sustainable sector.	Hivos-SEFAS
14-15	MCV	Evaluation of Food Security in Mombin Crochu <i>Hans Nusselder and Bellot Fontulme, "Sécurité alimentaire pour 550 familles agro-écologiques de Mombin-Crochu", Port-au-Prince, July 2014.</i>	Haiti	July - August 2014	The Haitian rural sector faces major challenges to maintain a balance between productivity, diversity and environmental viability in their agriculture. The support provided by the NGOs GADRU and Cordaid, organizing 550 agroecological families in Mombin Crochu (Northeast Haiti) is an effort to ensure food security and environmental sustainability. Despite ups and downs nationwide, a big jump in living conditions, the participation of women and community organization is observed. The evaluation questions focused on the character (non-refundable) of supplies in horticulture, as well as the local entity with its mandate in savings and credit.	CordAid

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-16	PME	Promising interventions in family farming <i>Study of information systems used among associations of sustainable producers in Nicaragua, SIMAS-CIAT, 2014</i>	Nicaragua	July - November 2014	At the request of the Association Mesoamerican Information Service on Sustainable Agriculture (SIMAS), in conjunction with the International Center for Tropical Agriculture (CIAT), the information systems on production and land use, implemented over the last five years by organizations focussed on sustainable family farming in Nicaragua were analyzed. Alternatives were presented to develop a more sustainable and egalitarian family farming and co-facilitated a workshop to improve the use of existing information systems.	SIMAS-CIAT
14-17	PME	Reconstruction of the Léogâne Community (Add. 2) <i>Stervins Alexis, Reconstruction of the community of Léogâne, Final Report, KfW, 2015</i>	Haiti	June - December 2014	Support to the regional office of FAES under KfW's RELEO programme. Technical review and approval of tenders up to US\$ 100,000, monitoring the implementation of works and coordination of specialized services. Verification of tenders above \$ 100,000 and follow-up to the No Objection process. Quality control and verification of compliance with regulations, including seismic resistance. Support to the Municipality and coordination with other actors in the reconstruction of Léogâne.	KfW-Hydroplan
14-18	FIG	Impact evaluation of training activities <i>Systematisation of the effect of training and consultancy to coffee and cacao organizations in Nicaragua, Honduras and Guatemala, supported by Oikocredit during 2012-2014</i>	Central America	October 2014 - March 2015	Oikocredit, an international cooperative for ethical finance, has been supporting organizations of coffee producers in Nicaragua, Honduras and Guatemala since 2012, seeking to strengthen their corporate governance and financial risk management to ensure a sustainable participation in the market. Possible effects of training and consultancy supported by Oikocredit in the performance of 22 selected organizations were assessed. The results suggest that organizations of producers with better organizational performance obtained greater benefit from training and advice.	Oikocredit

No.	Theme	Title and Publication(s)	Country (ies)	Dates	Description	Client
14-19	DHU	Restructuring of MCP <i>Carlos Van der Laat, Ariana Araujo, Marije van Lidth de Jeude y Rocío Loría Bolaños. Oferta de servicios de atención en salud para la primera infancia indígena de Costa Rica. UNICEF.</i>	Bolivia	October 2014 - March 2015	The Global Fund against AIDS, Tuberculosis and Malaria, invests about US\$ 4,000 million a year in more than 140 countries through programmes run by local experts and operated through a partnership between governments, civil society, the private sector and affected persons. Under a new funding model, Country Coordinating Mechanisms (CCMs) must meet requirements, including good governance practices. Each of them was evaluated for eligibility, performance and functionality and an instrument was developed with a view to stimulate self-assessment.	Global Fund against AIDS, Tuberculosis and Malaria
14-20	PME	Evaluation of the reduction of Dutch Cooperation <i>Impact Evaluation of the Changes in Dutch Cooperation in Nicaragua, IOB, 2014</i>	Nicaragua	November - December 2014	In 2010, budget cuts led to a decline of Dutch Cooperation and the closure of some embassies in Central America. The focus also shifted from traditional social sectors (health and education) to private sector development and security / agro-food sector, where more Dutch added value was assumed. In 2012, at the request of the Dutch Parliament, an assessment of the impact of these changes was performed, covering six countries, including Nicaragua.	IOB The Hague
14-21	MRN	Inquiry of large cocoa estates worldwide <i>Paul Cloesen, Inquiry of professional cocoa plantations, 2015.</i>	World	December 2014 - March 2015	Cocoa production is traditionally in the hands of small farmers. Recently, a reappearance is observed of larger plantations managed with professional standards and much higher productivity levels, especially in Latin America. This survey characterizes the plantations larger than 100 hectares, throughout Latin America, Africa and Asia.	Hardman & Co

Annex 3 Consultant-Researchers

Core staff

Hans Nusselder

MSc. Hans Nusselder (1957). Graduate in economics and non-western sociology at the Free University of Amsterdam. He joined CDR after concluding investigations in South-east Asia and work experience with international organizations in Latin America, West Africa and the Netherlands. His expertise includes program development areas of productive and human development, training and support for producer organizations and international trade; strengthening of rural financial structures in Central America and the Caribbean; policy analysis in the private sector, civil society and sustainable development of border areas supported by technical cooperation and local institutions. In addition to his position as Director of the Office of CDR based in San Jose, he is involved in the analysis of the development of the non-bank financial sector in Latin America and Africa. Also in environmental studies, agro-marketing and formulation of technical assistance programs with national coverage.

Ariana Araujo Resenterra

MSc. Ariana Araujo Resenterra (1981) is an anthropologist from the University of Costa Rica and Master in Development Studies with specialization in Local and Regional Development from the Institute of Social Studies, The Hague (ISS). She has extensive knowledge and expertise in the field of local and regional development, natural resource management, gender, agriculture and formulation, implementation and evaluation of projects. Her professional experience includes analysis of development policies and programs financed by international donors or governments. She is also specialized in process with participatory action research methodologies in various social groups and organizations in the regional context of Central America.

Paul Cloesen

MSc. Henri-Paul Cloesen (1959) graduated as an agronomist (breeding, tropical and subtropical crops) at the University of Leuven, Belgium. He has extensive experience in management, administration, monitoring and evaluation of cooperation projects in agriculture and rural development in general. He has worked in economic diversification, agricultural marketing, rural financing, support for SMEs, development of management information systems, emergency preparedness, biodiversity conservation and environmental protection. He was involved in administrative and accounting support to farmers associations. He has worked with a wide range of tropical food and industrial crops in the agro-food industry, where he performed economic, social and environmental feasibility studies.

Angélica Beatriz Ramírez Pineda

Ing. Angelica Ramirez Pineda (1983) graduated in the Socioeconomic Development and Environment career in the Panamerican Agricultural School Zamorano in Honduras. She has worked on projects related to micro-finance and socio-economic monitoring in Central America, chiefly developing research tools, field information collection, statistical analysis and systematization. Angélica has experience in designing projects for the diversification of export products, development of value chains and alliance management. She carried out various missions in Latin America for the CBI, an agency of the Dutch Ministry of Foreign Affairs and has more than five years of experience working with small and medium enterprises in Latin America. She has worked as a trainer in capacity building programmes promoting exports for nearly three years and has experience in building market information tools such as sector studies, product studies and export guidelines.

Stervins Alexis

Dr. Stervins Alexis (1967), Civil Engineer from the Higher Technical Institute in Haiti. It has the degree Ph.D. on Global Change and Sustainable Development, University of Alcalá de Henares in Madrid and has 15 years of experience in design, management and monitoring of plans, programs and projects in regional, local and rural development, social infrastructure, operation and management of natural resources and support to strengthening of organizations. He is specialized in local development processes, management of natural resources, prevention and management of risks and disasters. These areas include the watershed management and territorial planning, research of tropical ecosystems and enhancement of natural and anthropogenic impacts. He also has experience and practical learning about the effects of climate change, pollution and habitat fragmentation, leveraging his consulting work and lengthy investigations in different countries of the Caribbean.

Alejandro Uriza

Lic. Alejandro Uriza Ferretti (1977) was formed in Agricultural Economics at the UNAN of Nicaragua. He has a specialization in Marketing and Advertising from the Technological Institute of Monterrey and the American University in Nicaragua. Has over 9 years of professional experience in different fields of work aimed at formulation and evaluation of regional, national and community projects in rural areas, development of business plans, conducting qualitative and quantitative evaluations, technical assistance and training to organizations and companies. In his professional start he participated in the Environmental Impact Assessment of Pesticides in post Mitch USAID financed projects developed by Zamorano University. For five years he served as head of communications for the Federation Red NicaSalud, being in charge of the communications programme and technical assistance to 29 national and international organizations with community work in the country. In recent years he has worked on a number of consultancies oriented at evaluation of projects and programs at national and regional level as well as advisory for the development of business plans, financial sustainability strategies and marketing plans.

Adolfo Cordoba

Adolfo Cordoba (1969) is an industrial engineer (University of Costa Rica), MBA University of Costa Rica) and MSc. Planning and Development with emphasis on Environment and Sustainable Development (University College London). He has 19 years of professional experience and 12 years as an international consultant, mainly in Central America and the Caribbean. He has directed and implemented consulting projects , research and training, with extensive experience in the conceptualization, management and implementation of projects, strategic planning, financial management and assessment, environmental management, promoting the development of enterprises, cooperatives and producer associations, as well corporate social responsibility. He has worked for international organizations (UNDP, FAO, IDB, governments of Spain, Norway, the Netherlands and Ireland); NGOs (HIVOS, WWF and Rainforest Alliance), public and financial institutions, municipalities and private companies. He has a strong orientation towards strategic approach with a holistic vision, achieving results and maintaining high quality of products. He also has good skills in interaction and communication with various stakeholders; and ease of working with multidisciplinary teams.

Associate Consultants**Arie Sanders**

Ing. Arie Sanders (1966) is Agro-economist, trained at Wageningen Agricultural University in the Netherlands. He has made a strong track record in CDR with a combination of applied academic research, programme support and evaluation missions in Central America. His areas of expertise include financial sustainability of rural financial intermediaries, the impact of credit in rural producer families, and the interaction of credit, production and migration in several Central American countries. His experiences as a consultant covers geographically from the Central American Isthmus, via the Caribbean and the Andes, to the Southern Cone of Latin America, through assignments sponsored by several multilateral organizations. He currently works for the Zamorano University in Honduras.

Iris Villalobos

Lic. Iris Villalobos (1956). Graduate in Business Administration, National University, Costa Rica, is an advanced specialist in training on finance in Central America. She has been linked for more than 15 years to the development of many financial intermediaries in the region and also assumed responsibilities in financial management and external assessment missions, with a comprehensive knowledge of sophisticated appraisal techniques, accumulated during work with various financial institutions. She has given training and advice to key institutions in their entry into the formal financial sector. She recently specialized in the formulation of financial business plans, as well as the evaluation of credit components of NGO and multilateral development programmes.

Koen Voorend

MSc. Koen Voorend (1981) holds a Master's degree in Studies in International Economics, University of Maastricht, The Netherlands, and a Master's degree in Development Studies, with a specialization in Development Economics, Institute of Social Studies, The Hague. With experience in the study of trade and its economic impact on developing countries, specifically in South Africa and Central America. He has worked on rural development issues in transition countries, mainly in the Caucasus and Central Asia and experience in studies of urban development, particularly focusing on development of informal settlements, and labour market studies, specifically paid domestic work. His current position is researcher at the Institute of Social Research, University of Costa Rica, where he specializes in the study of welfare, gender, labour markets, education systems, impact of socio-economic policies and trade. He also participates as a lecturer in the School of Communication at the University of Costa Rica.

Gustavo Novillo

Ing. Gustavo Novillo (1961) is a commercial engineer with expertise in marketing, based in Machala, Ecuador. A specialized professional with experience and vision for sustainable development as reflected in a career marked by leadership and experience in development management, strategic planning, management of NGOs, specialized consulting and program management in public and private projects. He has the capacity to propose alternatives and implement solutions for achieving a sustainable development. Proven track record of timely delivery, efficiency and effectiveness in projects of high priority for the participating groups and funding agencies. Direction and coordination of multidisciplinary teams.

Andrea Peña

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