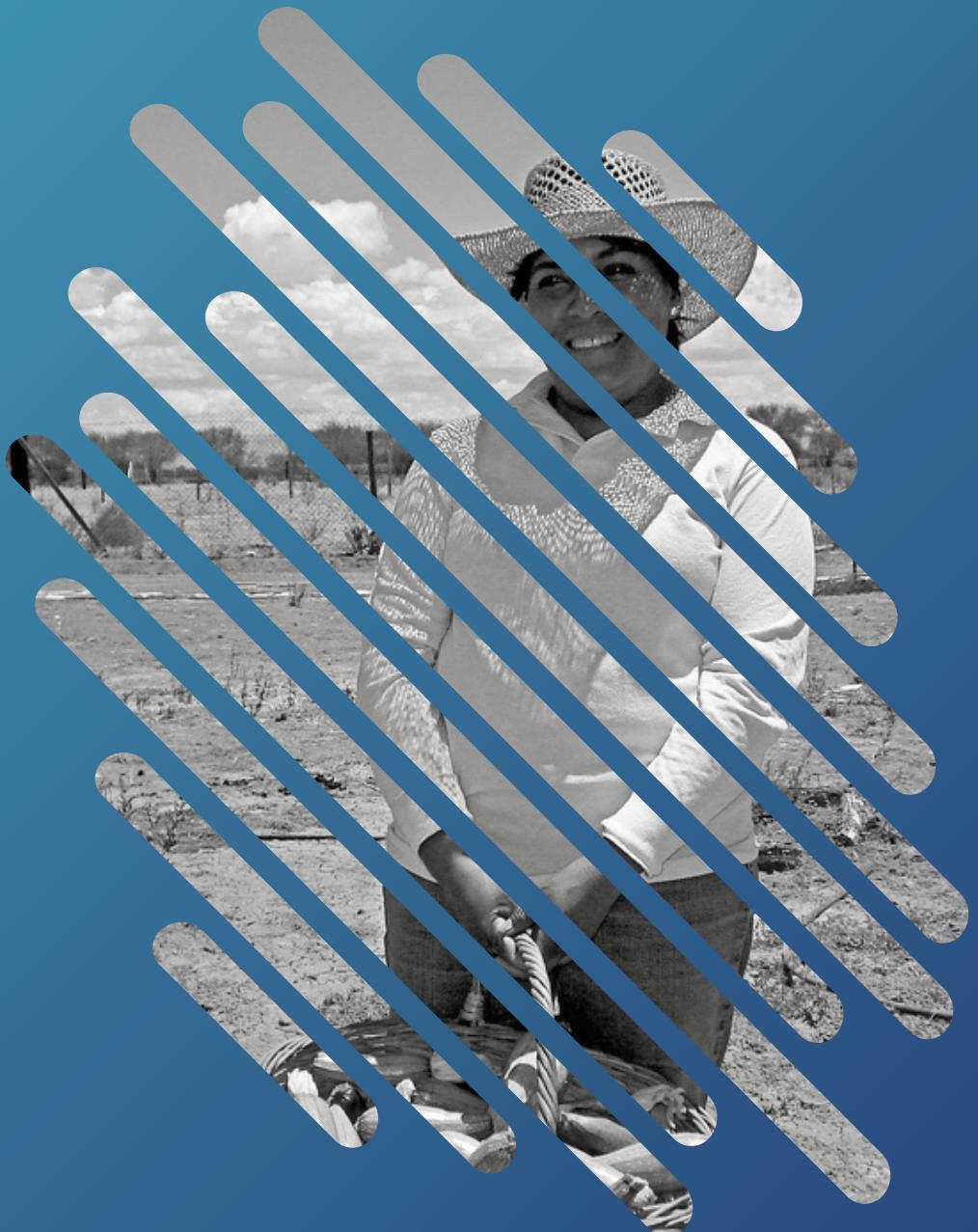


# Biennial Report

## 2015/16



**Centre for Rural Development Studies**

Committed to supporting private and public interventions for rural development



# Biennial Report

## 2015/16



**Centre of Rural  
Development Studies**

SAN JOSÉ, COSTA RICA · SEPTEMBER 2017



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### **Alejandro Pacheco**

Professional friend and printing specialist.

Passed away in 2016.

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# Preface

The Foundation CDR (Rural Development Consult, according to its official name) was created in 1989 in order to contribute to the development of the region through research, knowledge generation and reflection.

With twenty-eight years of experience, more than six hundred projects executed and a network of over twenty consultants and researchers, CDR is now firmly rooted in Central America, the Caribbean and the Andean Region, working in different areas of rural development.

The CDR team, as from 2017 integrated by six consultant-researchers, operates mainly from its offices in San José, Costa Rica, and four other countries in Central America, Europe and the Caribbean. It is also supported by other consultants who operate from different countries around the world. This highlights the adaptability of the Foundation and its flexibility to achieve its objectives, and reflects that over its track record, it has grown in terms of the number of projects carried out, linkages, networks, methods and methods to communicate its findings.

In 2015 and 2016, CDR's experiences, as well as its learnings, have been varied. It has progressively increased the number of value chains, sectors and countries of interest analysed. Its activities show an ever closer convergence of the local development with economic and social trends in the wider Western Hemisphere. The methods of investigation have become technically more elaborate, and adapted to the globalization of the knowledge. CDR's challenge at this time is to strike a balance between consulting assignments and academic research in a geographical area covering Central America, the Andean Region and the Caribbean.

The Foundation strives to remain independent of the specific interests of donor agencies, as well as the institutions receiving its counselling and services. This has made it possible to improve the quality of its research results and also the cooperation policies. Research and

**CDR continues to have its view set to the future, with a solid base of twenty-seven years of evaluations, assessments, projects and built experiences**

advice converge in such a way that establishing an appropriate institutional environment is the key to success in development efforts.

CDR continues to have its view set to the future, with a solid base of twenty-seven years of evaluations, assessments, projects and built experiences, and is committed to continue offering a balanced range of reflection and programming services for the coming years. Its location, experience and multidisciplinary approach form the basis for serving the public interest.

There is a constant need to support public and private intervention with knowledge based on field research and professional autonomy. This is what defines our operational agenda, on the road to an equitable and fair development process.

We invite you to discover more about the CDR Foundation, its work and its interests. We look forward to contributing to you and your organization in the near future.

### The CDR Team



# Introduction

CDR is an international foundation established in 1989 in Amsterdam, The Netherlands, and has been working independently since 2006. It has mostly operated from San Jose, Costa Rica, as the basis for all of its activities in Central America. It also conducts research and provides advice in Caribbean and South American countries.

It also maintains partnerships with several research institutions, including universities in The Netherlands, as well as consulting and research firms in Europe, Central America and the Caribbean.

CDR's consultancy services are based on extensive applied research, combining microeconomic studies with sectorial and macroeconomic analysis.

During the last decade, the work of the CDR has focused mainly on the following areas:

- Evaluation of ***direct and indirect effects*** of specific programmes and interventions.
- Research in ***rural production chains***, marketing patterns and support to micro-, small and medium-sized enterprises.
- Evaluation of adapted ***financial services*** policies, specifically directed to MSMEs.
- Monitoring of ***sustainable development*** programmes, with emphasis on territorial dynamics and equity.
- Implementation of public infrastructure ***(re) construction and urban planning*** projects.

Over the years, the gender focus has been integrated into development. This is reflected in CDR's contributions to a service market that facilitates economic and social development in the region.

The Foundation's current strength lies in the depth, specificity and flexibility of the commitments entrusted to it by bilateral and multilateral institutions. Its work aims at alleviating concerns about the scope and effects of development policies, through analytical and advisory methods in line with the needs of development actors. The goal is to create additional capacity, both in target groups and agencies.

With this biennial report, the reader is invited to learn more about the work of the CDR, its achievements and challenges in the last two years (2015-2016), and in particular about its contributions to the region's development. After that, a description is given of the organization and its team of consultants, and the achievements of the last two years. In annex, details are provided on projects implemented in 2015 and 2016.



# The Transition Towards Renewable Energy in the CDR Office

In December 2016, the project of a photoelectric system was implemented at the CDR building in San Pedro Montes de Oca, San José. A total of ten panels, with a capacity of 3.2 kW, were installed on the roof at the beginning of the month, followed by a final inspection and authorization by the National Power and Light Company (CNFL). Since May 2016, new regulation is in force in Costa Rica, allowing households and individual companies to generate electricity and connect to the grid. This means that the consumer units can inject solar energy generated in excess during the day, to consume it later, when there is no sunlight.

The system was installed by the company Purasol S.A., which was selected in a tender process which took into account parameters like equipment and installation cost, flexibility in case of a change in the scale of the system, as well as the cost of maintenance of the equipment. Purasol presented the most favourable offer, in the sense that its panels -of the model Canadian Solar 320- come with individual micro-inverters. This facilitates the detection of faults in individual panels and contributes to the computerized remote monitoring of the system. The cost of system maintenance is limited to only one revision per year.

First experience with the system is generally positive. In the first months of operation it generated energy in the order of 400 KWh. The monthly cost of electricity has been reduced by more than 75%, which would allow to recover the investment in approximately ten years.

The system was commissioned in December 2016, with a gathering held in the presence of professional friends and neighbours. It was attended by representatives of the municipality of Montes de Oca, the Embassy of the Netherlands and neighbour associations active in different sectors. There was also the presence of the painter Ank Draijer, who gave an account of her recent works, with solar energy as a central theme of inspiration in at least two of her works. One of these is now present in the CDR's office, while the other has been donated to the community of Montes de Oca, represented by the district mayor's office. The speeches given at the event are now at [www.cdr.or.cr](http://www cdr or cr).

**The monthly cost of electricity has been reduced by more than 75%, which would allow to recover the investment in approximately ten years**

# Organization and Personnel

## Board of Directors

The Foundation's board of directors meets regularly in the Netherlands or Belgium, often twice a year. Since 2017, its members are:

**Ruud Lambregts**, President.

*Sociologist, former international programme manager at Oxfam-Novib.*

**Rosien Herweijer**, Treasurer.

*Economist, independent consultant.*

**Secretary**. Vacant.<sup>1</sup>

**Maja Haanskorf**, Member.

*Journalist, editor-in-chief of the Dutch magazine La Chispa.*

**Marieke de Ruijter de Wildt**, Member.

*Agro-economist, director of Agriplace, Amsterdam.*

## Consultant-Researchers and Assistants

DR maintains an internal organization with direct lines of communication in accordance with its size. Since 2015 its team has six members, some residing in San José, Costa Rica. The office is under the direction of Hans Nusselder. The researcher-consultants are: Angelica Ramírez, Stervins Alexis, Alejandro Uriza and Paul Cloesen. Ariana Araujo and Adolfo Córdoba were team members during both years, resp. in 2015. Rosa León Conejo and Melanny Zúñiga Araya provided support in a number of studies in Costa Rica on "Financial Services for Sustainable Agriculture" (SEFAS), and the "Water Supply Management Associations (ASADAS)", projects carried out in 2015-16.

The administrative team is made up of Esther Laureano, who serves as a general services assistant and Marta Valenzuela, secretary and bookkeeper.

Douglas Sánchez Fieyean supports the team in the field of information technology. Martha Müller provided support in reviewing evaluation reports.

The team is further complemented by a group of associate consultants, including Melvin Edwards, Iris Villalobos, Milan Baez and Andrea Peña. They collaborated in the preparation and execution of projects over the two years.

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<sup>1</sup> Jos Vaessen ended his function as secretary of the Board in 2016.

# Achievements in 2015-2016

During the period, a number of projects which were innovative by methodology, thematic, geographical coverage or a combination of these aspects.

## ASADAS

A first achievement has been the implementation of two consecutive studies in Costa Rica, contracted by UNDP, on the functioning of the Water Supply Management Associations (ASADAS), of which about 1,500 operate in the country. In a first phase in 2015, more than 300 ASADAS in the north of the country were surveyed in terms of organization, administrative and financial management, service coverage, potential and operational bottlenecks. Co-ordinated by CDR's team, a group of ten interviewers visited the communities to collect the information in survey whose methodology allowed data to be uploaded online (cloud-based). The analysis provided both the UNDP and the national autonomous institute for water supply and sewerage (AyA) with a broad and in-depth diagnosis of the environment and the factors that affect the performance of ASADAS in northern Costa Rica.

A second stage of the study was carried out in 2016 on 112 ASADAS, also in the north and northeast, which were visited by enumerators and also georeferenced by specialized. The work was carried out in close collaboration with AyA, based on a standardized questionnaire that will continue to be used in future studies in other parts of the country.

The resulting diagnosis is important in two ways: it does not only respond to the demand for information at the national level, regarding governance, and at the local level, on the administration of ASADAS, but it also contributes to the formulation of future public policies in the light of climate change. The importance of relevant and up-to-date information was confirmed at the end of November 2016, when Hurricane Otto seriously affected a total of 54 ASADAS whose infrastructures were damaged. The first hurricane so devastating in the history of the country explains the interest of the actors responsible for the water service in monitoring the ASADAS throughout Costa Rica.

**More than 300  
ASADAS were  
surveyed in terms  
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administrative  
and financial  
management**



## Health Control Dashboard

A second achievement has been the dissemination of management tools for the monitoring of grants funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria. The Global Fund partnership mobilizes and invests about \$ 4 billion a year to fund programs that are executed by local experts in the countries and communities most in need. One of the tools installed in the Dominican Republic, Mozambique and Nicaragua, is the Principal Recipient (PR) Dashboard. It is a tool to show the most important information managers and decision-makers need to monitor progress toward the objectives of the Global Fund-supported grants.

By using data from the dashboard, which consolidates key management indicators, users can identify a series of problems and bottlenecks in programme implementation. Managers and other executives of the PR, the Country Coordinating Mechanism (CCM) and the Sub-recipients (SR) can then take corrective action to improve grant performance. This way, the dashboard guides the analysis by PRs of their own performance and hence gives them an opportunity to detect problems in the use of the subsidy. In this way they can quickly adopt measures to make relevant corrections, based on a quarterly follow-up.

## **Study of Caribbean SMEs**

In 2015 and 2016, a study was carried out on the medium-sized, small and micro-enterprises in twelve Caribbean islands. Never before an investigation of SMEs in the Caribbean had been conducted in a framework that compared between the English-, French- and Dutch or Papiamento-speaking islands. At the request of the Competitiveness of Enterprise and Small and Medium-sized Enterprises Programme (EU-COSME), CDR performed a profile and performance survey of nearly 900 enterprises on the islands covered by the programme. As a result, data are now available on recent levels of sales, employment, enterprise management, and access to financial services, electricity and water consumption, waste management and the interest of the owner in making use of training and advisory services.

The study on Caribbean SMEs also covered the role of Business Support Organizations (BSO). Most are business associations, founded by entrepreneurs under their own responsibility. However, particularly in the Dutch Caribbean, the Chambers of Commerce play a unifying role and promote the SME sector by virtue of national legislation which enables them to take the lead in service and support actions. The BSO component was implemented using a performance assessment tool, which captures the entity's assessment of governance, management, service delivery, and attention for environmental and climate change challenges.

The study results reveal, firstly, the enormous variety of activities carried out by SMEs, often in direct relation with the tourism sector, which dominates the region's economy. At the same time, the typical SME operates on a modest scale, 60% of businesses having only three or fewer employees (the owner included) and report gross sales of less than USD 60,000.

## **Financial Services for Sustainable Agriculture (SEFAS)**

The SEFAS programme continued its agenda in 2016, despite no longer receiving resources from the Dutch agency HIVOS. With the support of Root Capital, a new project was implemented to link groups of producers and financial institutions in Central America. Within this framework, technical assistance was provided to financial entities in the development of financial services adapted to the needs of the rural agricultural sector in the region.

In Guatemala, working alliances were created with the National Coffee Association (ANACAFE) and the Foundation FUNDASISTEMAS to promote access to credit for small groups of coffee products. This resulted in the drafting of a Practical Guide for financial institutions on how to operate in the rural finance market in coordination with Root Capital and sponsored by the IDB-FOMIN.

In general, SEFAS has developed a "package" of services to provide technical support, training and tools to (micro-) financial institutions as well as producer groups, marketing platforms or entities specializing in advisory services to producer groups. In this way, it is sought to expand small rural enterprises' access to financial services.

## **Reconstruction of Léogâne, Haïti**

After the January 2010 earthquake in Haiti, the "Programme to Support the Reconstruction of the Municipality of Léogâne" (RELEO) was launched. It aimed to respond to the emergency

following the catastrophe that left thousands of victims and widespread material damage. In Léogâne the rubble of the destroyed houses was removed to improve the urban roads. Works to clean drainage and irrigation channels and street cleaning was performed. Twenty-one projects for the reconstruction of public services, such as municipal police commissaries, a cultural centre with a library, primary schools, a high school and the construction of the municipal park were launched under the RELEO Program. All projects were completed successfully. RELEO also allowed to strengthen fifteen municipal councils, eleven infrastructure maintenance committees and eighty schools with a teaching capacity and facilities for 4,500 students. All these activities have contributed to an improved spatial public infrastructure after the emergency in Léogâne.

## **Execution by Country and Theme**

CDR's work during 2015 and 2016 focused on a wide range of research activities, evaluations and project advisory services. Figure 1 shows projects carried out in each of the years by country and region. The execution of projects at regional level in this period is maintained, especially with projects in Central America and at a regional level.

During the period 2015-16, the proportion of work requests with European and North American funding represented more than half of the cases. Important customers were the European Union (delegations in Central America and the Caribbean), the German bank KfW, as well as Root Capital and Grant Management Solutions (both from Massachusetts, USA). In Costa Rica, UNDP was confirmed as a significant client in both years. A new client in Costa Rica was Banco Popular, keenly interested in strengthening the production infrastructure of the country's rural sector.

Clients of Belgian and Dutch bilateral cooperation operate mainly through the non-governmental sector, such as the Federation of Development Cooperation NGOs (ACODEV/NGO Federatie) in Belgium, and the Netherlands Institute for Multiparty Democracy and Hivos. With these three agencies, CDR was able to work with actors in a variety of countries, which is part of its strategy, aiming at exchange of views and strategies between countries and sectors.

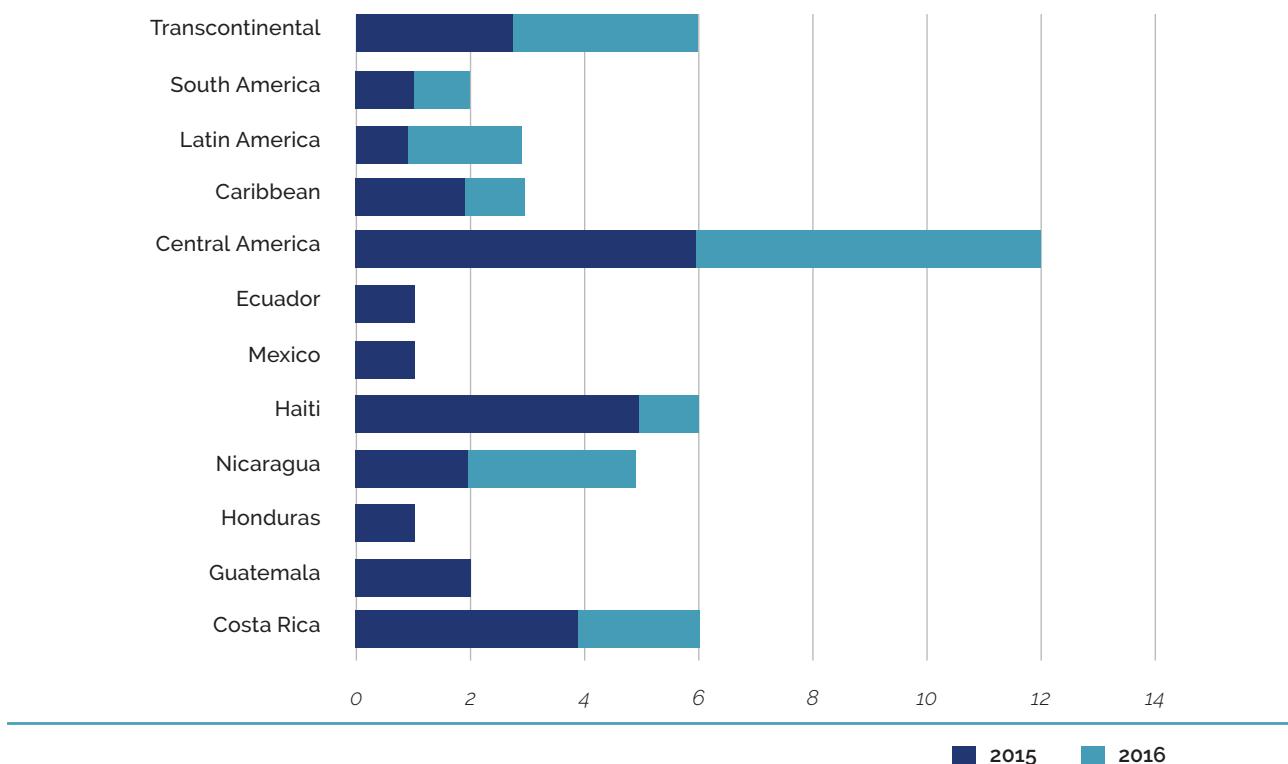
As for projects in a single country, unlike previous periods in which the number of projects in Nicaragua was important, in this period more projects were developed in Costa Rica and Haiti. In both cases with more projects in 2015 than in 2016.

Regarding the thematic areas covered, as in the previous period, the importance of Programming, Monitoring and Evaluation projects is maintained. For the period 2015-2016, there is an increase in projects in Markets and Value Chains (specifically in 2015) and projects in the sectors of Environment and Natural Resources in 2016. The latter theme stands out with the projects related to the management of rural water supply, developed in Costa Rica.

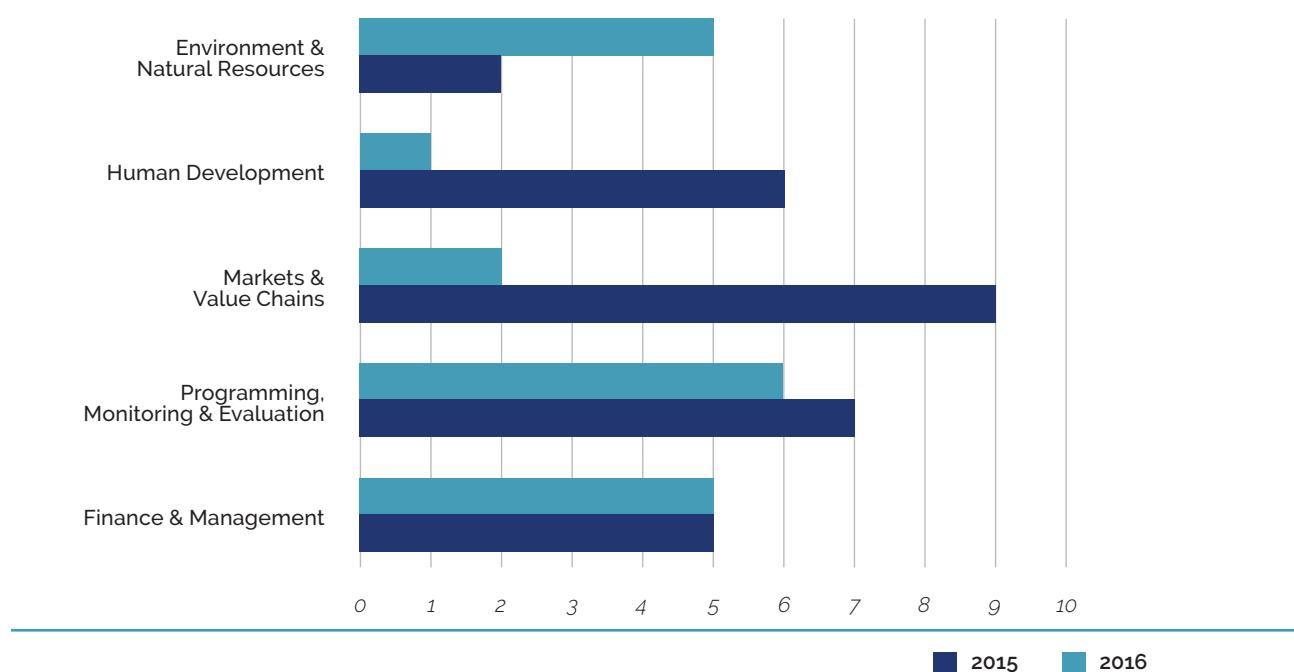
## **Audit**

The financial statements for 2015 and 2016 were audited in accordance with generally accepted accounting principles. The external audits in Costa Rica were carried out by Lic. Ismael Acosta (CPA 3115) for the year 2015, followed by Lic. Abraham Vargas who completed the exercise over 2016.

**Figure 1. Number of Projects Implemented by CDR per Country/Region (2015-2016)**



**Figure 2. Number of Projects Implemented by CDR per Theme (2015-2016)**



# Annexes

## Annex 1. Consultant-Researchers

### Core Staff

#### **Hans Nusselder**

MSc. Hans Nusselder (1957) was trained in both eco-nomics and non-western sociology at the Vrije Universiteit, Amsterdam. He joined CDR after carrying out research in Southeast Asia and working with several international organisations in Latin America, West Africa and the Netherlands. His areas of specialization include formulation of programmes for productive and human development, training and institutional support to producer organisations and international trade; the strengthening of financial structures in Central America and the Caribbean; analysis and policy formulation on the private sector, civil society and sustainable development of international border areas supported by technical cooperation and local institutions. He is currently involved in the analysis of non-bank financial sector development in Latin America and Africa, as well as impact studies, agro-commercialisation and formulation of regional development assistance programmes.

#### **Paul Cloesen**

MSC. Henri-Paul Cloesen (1959) is an agronomist (Plant management; tropical and subtropical crops) graduated from the University of Leuven, Belgium. He has broad experience in Management, Monitoring and Evaluation of Cooperation projects in agriculture and rural development in general. He worked on Economic Diversification, Agricultural Marketing, Rural Finance, SME Support, Information Systems, Emergency preparation, Biodiversity Conservation and Environmental Protection. He also provided administrative and accounting support to rural Producers' Associations. His work covers a wide range of tropical food and industrial crops, including the respective agro-industries, where he performed economic, social and environmental feasibility studies. He served as a consultant in various programs of bilateral and multilateral cooperation as well as for several NGOs.

#### **Angelica Beatriz Ramírez Pineda**

Ing. Angelica Beatriz Ramirez Pineda (1983) obtained a degree in Socioeconomic Development and Environment at the Pan American Agricultural School, Zamorano in Honduras. She has worked on projects related to microfinance and socio-economic monitoring in Central Ameri-

ca, mainly developing research tools, collecting field information, performing statistical analyses and systematizations. Angelica has experience in designing projects for product diversification in the area of exports, as well as development of value chains and management of alliances. She has executed various missions in Latin America for the CBI, an agency of the Ministry of Foreign Affairs of the Netherlands. She has more than five years' experience working with MSMEs in Latin America and has worked as a trainer in capacity building programmes to promote exports for nearly three years. She also has experience in building market information tools such as sector studies, product research and export guidelines.

### **Stervins Alexis**

Dr. Stervins Alexis (1967), a Civil Engineer from the Institut Supérieur Technique d'Haiti, obtained his Ph.D. degree in Global Change and Sustainable Development from the University Alcalá de Henares in Madrid. He has fifteen years of experience in formulation, management and monitoring of plans, programmes and projects in regional, local and rural development, social infrastructure, natural resource management and support to organisation building. He specialised in local development processes, natural resource management, risk prevention and management, and disaster relief. These areas include assignments in hydrographic basin and territorial planning, research in tropical ecosystems and assessment of natural and anthropogenic impact. He studied the effects of climate change, pollution and habitat fragmentation in the course of long-term consultancies and research in various Caribbean countries.

### **Alejandro Uriza**

Lic. Alejandro Uriza (1977) studied Agricultural Economics at the National University of Nicaragua (UNAN), subsequently specialising in Marketing and Publicity at the Technological Institute of Monterrey and the American University in Nicaragua. He has more than ten years of experience in various fields such as formulation and evaluation of regional, national and community projects in rural areas, development of business plans, quantitative and in-depth evaluations at community level, technical assistance and training for organizations and businesses. He worked with Zamorano University in studies on the environmental impact of pesticides and post-Mitch projects of USAID. For five years he has served as head of communications for the Federation Red NicaSalud, being in charge of a communications and technical assistance program to 29 national and international organizations with community work in the country. In recent years he performed a series of consultancies for project evaluations and programs at national and regional levels and advised on the development of business plans, financial sustainability strategies and marketing plans.

## **Associate Consultants**

### **Ariana Araujo Resenterra**

Msc. Ariana Araujo Resenterra (1981) is an anthropologist from the University of Costa Rica and she obtained her master's degree in Development Studies with a specialization in Local and Regional Development from the Institute of Social Studies in The Hague (ISS). She has ample knowledge and professional experience in the field of local and regional development, natural resource management, gender, agriculture, and in the formulation, implementation

and evaluation of projects. Her professional experience also includes the analysis of development policy and programs financed by international cooperation or governments. She has become specialized in action-research processes using participatory methodologies with diverse social groups and organizations in the context of the Central American region.

### **Milán Baez**

Milán Báez (1975) obtained his degree as an economist (Universidad Nacional), MBA, with specialization in finance from the Technological Institute of Costa Rica. His record includes 15 years of professional experience, of which 11 years in the financial sector as a senior corporate analyst with various banking institutions in the financial sector. He has a long track record in due diligence assessments for financial institutions, in structuring operations within the SME sector and larger sized corporations. Over the last years, he has worked in financial training programmes as well as in linking training to financial services offered to small farmer organizations, microfinance institutions as well as banks in the Central American region.

### **Arie Sanders**

Ir. Arie Sanders (1966) is an agro-economist trained at Wageningen Agricultural University. He made a solid trajectory in the CDR, with a combination of applied academic research and support for evaluation programs and missions in Central America. His areas of expertise include the financial sustainability of rural financial intermediaries, the impact of credit at the level of the rural producer family and the interacting models of credit, production, and migration in several Central American countries. His geographical experience as a consultant covers the Central American Isthmus, the Caribbean, the Andes and the Southern Cone of Latin America, enriched by assignments sponsored by various multilateral organizations. He currently works for the Zamorano University, Honduras.

### **Iris Villalobos**

Lic. Iris Villalobos (1956) graduated in Business Administration from the Universidad Nacional of Costa Rica. She is an advanced specialist in financial education in Central America, linked for over fifteen years to the development of numerous financial intermediaries in the region, has assumed financial management responsibilities and conducted external appraisal and evaluation missions. She possesses an integral knowledge of sophisticated appraisal techniques accumulated during her work with various financial institutions, providing training and advice during their process of incorporation into the formal financial sector. Recently she has been involved in the formulation of financial business plans and evaluation of the credit components of NGOs and multilateral development programmes.

### **Koen Voorend**

MSc. Koen Voorend (1981) holds a master's degree in International Economics Studies from the University of Maastricht, The Netherlands, and a Masters in Development Studies, specializing in Development Economics from the Institute of Social Studies, The Hague. He has experience in the study of trade and its economic impact in developing countries, specifically in South Africa and Central America. He has worked on rural development issues in countries in transition, mostly in the Caucasus and Central Asia and has experience in urban

development studies, particularly with a focus on the development of informal settlements and labour market studies, specifically on paid domestic work. Currently he holds a position as researcher at the Institute of Social Research at the University of Costa Rica, and is specializing in the study of welfare, gender, labour markets, trade and economic policies and participates as lecturer of the School of Communication of the University of Costa Rica.

### **Gustavo Novillo**

Ing. Gustavo Novillo (1961) is a commercial engineer with a specialization in Marketing obtained in Machala, Ecuador. As a specialized professional, he has experience and vision for sustainable development, which is reflected in a career marked by leadership skills and experiences in development management, strategic planning, management of various NGOs, specialized consultancies and management of public and private programmes and projects. He has the capacity to propose alternatives and to apply solutions for the achievement of sustainable development. Mr. Novillo features a history of timely delivery, efficiency and effectiveness in large projects, both for participating groups and funding organizations. He has also directed and coordinated multidisciplinary teams.

### **Andrea Peña**

Dr. Andrea Peña de Alexis (1966) is an agronomist from the Autonomous University of Santo Domingo. She holds a Ph.D. in Environment and Quality of Life of the University of the Basque Country, Spain, and has twenty years of experience with sustainable development and environmental education in local communities. She has also conducted research on forest ecology, especially in tropical forests and natural resource management in the biosphere of the Dominican Republic (clean energy generation) and has experience in environmental management, particularly in environmental and social auditing. Her specialization is in the coordination, execution, monitoring and monitoring of projects - especially bi-national - in the transboundary region with Haiti, covering management of watersheds and environmental impact. At present, she teaches at universities in Spain and the Dominican Republic on topics such as ecology and restoration of ecosystems.

## Annex 2. Projects in 2015

Nº	Theme*	Title & Report(s)	Ctry.*	Date	summary	Client
15-01	FIG	Coordination of SEFAS <i>No publication</i>	CR	Jan.-Dec. 2015	Access to financial services for sustainable producers in Central America is limited, but the needs for resources is urgent. The Financial Services Program for Sustainable Agriculture (SEFAS) aims to facilitate linkages between international and local providers of financial services and (certified) sustainable producer groups. SEFAS is co-directed with the Humanist Institute for Development Cooperation (Hivos-Netherlands) and implemented by CDR since 2008.	Hivos/ SEFAS
15-02	MRN	Mid-term evaluation of the MOSEF programme <i>Joke Vuurmans y Hans Nusselder, Evaluación de Medio Término del Programa MOSEF, Tegucigalpa, April 2015.</i>	HON	Feb.-Apr. 2015	The Honduran forestry sector faces challenges of illegal logging, sub-optimal quality of wood and non-wood products, a poor monitoring system and an incipient local governance to implement the new legal framework in communities. The Forestry Sector Modernization Programme (MOSEF) is aimed at strengthening the Institute of Forest Conservation, Protected Areas and Wildlife (ICF). It has the mandate to both coordinate national sector policies and to support committees, brigades and other actors seeking to curb deforestation and ensure the viability of forest production in this and the next decade.	UE-NIRAS
15-03	PME	Reconstruction of Léogâne <i>Stervins Alexis, Final Report</i>	HAI	Jan.-May 2015	This mission provided support to the regional office of FAES under the RELEO programme, financed by KfW. 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
15-04	FIG	Technical assistance to SHARE <i>No publication</i>	GUA	Jan.-Feb. 2015	SHARE is a development organization working on creating opportunities in education in health, nutrition, agricultural production, administration and finance, with a focus on sustainability, in the most vulnerable areas of Guatemala. In addition, the organization provides financial services to various sectors. SEFAS-CDR supported the market study and design of a financial product for small groups of vegetable producers in western Guatemala.	Hivos/ SEFAS

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

\*Countries: CR: Costa Rica; HON: Honduras; HAI: Haiti; GUA: Guatemala; CA: Central America; ECU: Ecuador; AL: Latin America; NIC: Nicaragua; COL: Colombia; MOZ: Mozambique; CAR: Caribbean; MEX: Mexico

Nº	Theme*	Title & Report(s)	ctry.*	Date	Summary	Client
15-05	MCV	Formulation of the PROCAGICA programme <i>Hans Nusselder y Mauro Minelli, Insumos para el Documento de Acción y las Disposiciones Técnicas y Administrativas del Programa de Combate Integral de la Roya en Centroamérica y el Caribe (PROCAGICA). San José/Managua, 3/15.</i>	CA	Jan.-Mar. 2015	The spread of coffee rust ( <i>Hemileia vastatrix</i> ) in Central America and the Caribbean during 2010-13 brutally struck in the economy of thousands of small producers in the region. Behind this phenomenon there are trends of loss of quality and competitiveness of the coffee plantations, so a concerted response in the Caribbean basin is required. The European Union is committed to a strategy of applied research, a regional early warning system, renovation of coffee plantations, technical extension and coordinated sectoral policies in a new programme until 2020. This programme will promote the responsiveness of farmers in 3 focal border areas.	UE-Geotest
15-06	DHU	Management Dashboard Ecuador No publication	ECU	Feb. 2015	The Global Fund to fight AIDS, tuberculosis and malaria, investing about US \$ 4,000 million a year under a new funding model, requires that the Country Coordinating Mechanisms (CCM) meet requirements, including good governance practices. For each recipient, eligibility, performance and functionality were assessed and a diagnosis was made to facilitate self-assessment.	Fondo Mundial
15-07	MCV	Survey of professional cacao plantations worldwide <i>Paul Cloesen, Inquiry among professional cacao plantations worldwide. Agronomy, social issues and land tenure. Hardman Agribusiness, London, September 2015.</i>	MUN	Jan.-Oct. 2015	Cocoa is a typical product of small farmers, mainly in Africa. They provide more than 95% of world production. Inspired by fears that this production model will not be able to sustainably supply growing demand, especially from Asia, the professional segment of the industry was studied throughout the world. The largest number of large plantations was found in Brazil, but the center of the professional development of the crop appears to be in Ecuador.	Hardman & Co.
15-08	DHU	Rural water supply and sanitation services	CR	Mar.-Nov. 2015	The role of the communal associations of water supply and sanitation (ASADAS) in Costa Rica is paramount in the management of water in rural areas. In the framework of the programme to strengthen ASADAS in the face of climate change in communities with water shortages in the North of the country, 307 ASADAS in 10 municipalities were characterized. In a large number of ASADAS, an adequate management was perceived, and a small number with risks of water availability.	PNUD

Nº	Theme*	Title & Report(s)	Ctry*	Date	Summary	Client
15-09	MCV	Evaluation of oil palm plantations  <i>Paul Cloesen, Evaluation of the Sierra Leone Agriculture project, Port Loko, Sierra Leone, March 2015.</i>	SLE	Mar. 2015	Sierra Leone's climate is not optimal for the development of oil palm due to a pronounced dry season. Agronomic potential of the site and management were evaluated in a proposed development of 40,000 hectares of oil palm near Port Loko, culminating in a reasoned estimate of potential yield.	SLA
15-10	PME	Supervision of the construction of schools  <i>Stervins Alexis, Final Report</i>	HAI	Jan.-Sept. 2015	As a part of its programme to support the restructuring of the education sector, financed by the IADB, the Fund for Technical and Social Assistance (FAES) built 37 schools in 5 departments of the country. These projects, implemented by a Haitian and a Spanish firm, employing a total of 19 civil engineers, are supervised by Hydroplan. This mission coordinated the activities, verified the quality of the deliverables and produced periodic reports.	Hydroplan/BID
15-11	DHU	Monitoring of health  <i>No publication</i>	RP	Apr.-Aug. 2015	After the development and successful pilot test of the management dashboard for its grants, the Global Fund against AIDS, Tuberculosis and Malaria, as part of a public-private partnership with Grant Management Solutions (GMS) and SAP AG, technical assistance was provided to the main recipients of the Tuberculosis program (Ministry of Health) and in the HIV-AIDS component to the Institute for Dermatology and Skin Surgery (IDCP).	GMS/ USAID
15-12	MCV	Strategic Plan for Agricultural Cooperatives  <i>No publication</i>	AL	Apr.-Dec. 2015	The agricultural cooperative sector of the Americas comprises more than 8,000 cooperatives, with more than 4 million members, annual sales of more than USD 300 million and generating more than 500,000 jobs. It is key to economic and social performance of the region and therefore requires the establishment of initiatives that encourage its development. CDR supported the formulation of a Strategic Map for the Network and helped formulate the framework of a project to be submitted to international cooperation agencies.	Coop. of the Americas
15-13	FIG	Assistance to Producers' Organisations and Financial Institutions  <i>No publication</i>	CA	May-Dec. 2015	Root Capital is an international ethical financing institution that has a Capital Mobilization project funded by the IDB to promote lending to the agricultural sector in Central America. Together with CDR-SEFAS four microfinance institutions in Guatemala, Honduras and Nicaragua were supported developing financial products for groups of small farmers (mainly in the coffee and vegetables sectors), as well as creating strategic alliances with marketing platforms and provision of complementary technical assistance.	Root Capital

Nº	Theme*	Title & Report(s)	Ctry.*	Date	summary	Client
15-14	MCV	Tourism SMEs <i>No publication</i>	CR	May-Nov. 2015	Tourism is one of the sectors with the greatest economic contribution to the country, and much is done through MSMEs, the vast majority of which have no knowledge of administration and finance to enable them to optimize the enterprise's operation. This project trained 46 enterprises in the sector in the basic financial processes. It also helped developing business plans. The results will be reflected directly in performance and savings.	Rainforest Alliance
15-15	PME	Evaluation of the APPSAN programme <i>Hans Nusselder and Benicia Aguilera, "Evaluación Final del Proyecto PAPSAN", San José/Managua, August 2015.</i>	NIC	Jun.-Oct. 2015	Food security strategies are increasingly based on three lines of action: First, decentralization of the management of seed stocks from national level to municipalities and communities. Second, the conservation of genetic diversity, which is considered increasingly important to ensure the autonomy of the producers and their ability to combine goals of efficiency and nutritional quality. Third, the relaxation of the criteria for seed certification, which contributes to strengthening producers in terms of marketing of seed in rural areas. The strategic premises were examined in the relevant EU program / INTA since 2010.	UE/NIRAS
15-16	MCV	Inventory of farmland value in Meta <i>Paul Cloesen, Price of farms for sale in Meta, June 2015.</i>	COL	Jun. 2015	As part of the assessment of an agro-industrial project in the Meta Department, a survey of the selling price of agricultural land in the savannah of the Colombian eastern plains was made, in function of accessibility, the proximity of other developments, the type of land title and suitability. Many farms in this area have land title problems as a result of the civil war. The predominant factors determining the unit price were the size of the farm and its location with respect to other developments rather than the distance from Villavicencio, accessibility and tenure.	Hardman & Co.
15-17	PME	Follow-up on the baseline study of two organisations <i>No publication</i>	HAI	May-Jun. 2015	After preparation of the budget and the inquiry forms, the methodological review, the training of surveyors and the data recorder and the field test, this mission provided technical assistance in the application of the survey.	Woorden Daad
15-18	PME	Reconstruction of Léogâne <i>Stervins Alexis, Final Report</i>	HAI	Jun.-Nov. 2015	See project 15-03.	KfW

Nº	Theme*	Title & Report(s)	Ctry.*	Date	Summary	Client
15-19	MRN	Integral management of solid wastes  <i>Ángelica Ramírez. Caracterización de residuos sólidos del cantón de Talamanca en Costa Rica / Adolfo Córdoba y Rosa León, Estudio de pre factibilidad de las alternativas para el tratamiento y disposición final de los residuos sólidos ordinarios generados en el cantón de Talamanca.</i> Nov. 2015.	CR	Jun.-Nov. 2015	The situation of processes, systems, rules and regulations of waste management in the Municipality of Talamanca has been studied carefully in recent years. This project took up these studies update of the situation if Integrated Solid Waste Management in the canton of Talamanca. The analysis focused on four areas: 1) analysis of the economic, productive and socio-demographic context, 2) volume, geographical distribution and characteristics of solid waste generated in the canton, 3) resources, structure and operational capacity at the municipal level and 4) current processes and actors related to the treatment and disposal of waste.	Corredor Biológico Talamanca Caribe
15-20	MCV	Study of coffee costs  <i>Ángelica Ramírez. Inventario de costos para renovación y rehabilitación de cafetales: un estudio para Centroamérica y México. San Pedro Sula, Honduras.</i> Aug. 2015.	CA	Jul.-Aug. 2015	In the assessment of requests for credit in the agricultural sector, it is important to know the cost structure in the given value chain, as well as its variants in function of applied technology or production system. In the framework of Root Capital's Coffee Farmers' Resilience Initiative, an inventory of average costs in the Central American coffee chain was developed, based on secondary information and interviews with farmers and producers' organizations. The study shows a large variability in costs in each country, as a result of: 1) differences in management in each of the productive phases, using more or less inputs in function of the needs of the crop, 2) different levels of purchasing power and real investment in the farm and 3) variation in profit margin.	Root Capital
15-21	MCV	Professional services for Coffee Farmers' Resilience Initiative  <i>No publication</i>	CA	Jul. 2015	Root capital supports its clients identifying and monitoring risk factors in their plantations. In the case of coffee, under its Coffee Farmers' Resilience Initiative, it co-facilitated the workshop "Methodology and tools for the management of the baseline and agronomic monitoring" with associative coffee enterprises, associates of Root Capital in the North of Nicaragua. As a result of the workshop, a space for interchange of technical knowledge, as well as practical tools for the management of indicators and monitoring were promoted.	Root Capital

Nº	Theme*	Title & Report(s)	ctry.*	Date	Summary	Client
15-22	DHU	Development of a strategic plan for fundraising	NIC	Aug.-Dec. 2015	Some of the challenges faced by civil society organizations in Nicaragua is the departure of development cooperation donors and the subsequent decrease of available funds among those who still continue their programmes. It is vital to develop fundraising strategy skills and diversify donors. A fundraising strategy was developed for the THESSIS Association, based on a Team Coaching approach.	Tesis
15-23	PME	Preparation of PROCAGICA Programme  Hans Nusselder, "Documento de Acción PROCAGICA" (incl. Budget and Subcontract for Implementation), Aug. 2015	CA	Jul.-Aug. 2015	The integrated Programme for the Combat of Coffee Rust in Central America (PROCAGICA) is a broad based initiative supported by governments in the Caribbean Basin. After the earlier phase of consultation and drafting of the overall programme approach (15-05), additional support was provided with a view to finalize the EU Action Document, the Programme budget and the legal documentation required for the start of PROCAGICA in 2016. IICA is envisaged as the Programme Executing Agency, in line with the results of the Four Pillar Assessment by the EU.	IICA
15-24	DHU	Start of management dashboard	MOZ	Jun. 2015-Mar. 2016	After the development and successful pilot test of the management dashboard for its grants, the Global Fund against AIDS, Tuberculosis and Malaria, as part of a public-private partnership with Grant Management Solutions (GMS) and SAP AG, technical assistance was provided to recipients of the fund in Mozambique (MISAU Ministry of Health-and Fundação para o Desenvolvimento da Comunidade-FDC).	GMS
15-25	DHU	Workshops on fundraising (3 <sup>th</sup> round)	NIC y GUA	Dec. 2015	Kinderpostzegels, strengthening and continuing its past actions, provides technical assistance to partner organizations in Guatemala and Nicaragua. In this time occasion, work sessions were held to analyse scenarios and update fundraising plans of the organizations attended in previous years.	Kinderpostzegels
15-26	MCV	Caribbean SME survey and needs assessment  Hans Nusselder and Melvin Edwards, SME baseline study and BSO assessment Inception Report, Dec. 2015.	CAR	Nov.-Dec. 2015	Fostering the development of micro- and small businesses in twelve Overseas Countries and Territories (OCTs) is the main objective of the EU sponsored COSME Programme in the Caribbean. However, the conditions and operations of SMEs vary per island, influenced by demographic, legal, social and technical factors. The study of the small business sector, through both a survey among close to 3,500 enterprises and an assessment of Business Service Organizations, was started by the end of 2015. The project will result in baseline information as a basis for future technical support	UE-COSME Programme

Nº	Theme*	Title & Report(s)	Ctry:	Date	Summary	Client
15-27	FIG	Workshop better practices in financing of coffee <i>No publication</i>	GUA	Nov. 2015	The financing of coffee production requires a general analysis of the context and how the sector defines adequate financial products. The SEFAS-CDR Program, along with Root Capital, moderated the workshop "Best Practices in financing the coffee" with Anacafé (National Coffee Association, Guatemala), representatives of the IDB Guatemala and the Cooperative System Micoope, presenting experiences and practices and guiding the identification of challenges and opportunities in an approach to the coffee sector.	Hivos / SEFAS
15-28	FIG	Workshop financing of agriculture <i>No publication</i>	MEX	Dec. 2015	Financing the rural sector in Mexico presents interesting opportunities but also great challenges. The financing needs are not solved and the current conditions of lending are not suited to the conditions of most small and medium producers. Together with ANDE (Aspen Network of Development Entrepreneurs) and Root Capital, SEFAS held the workshop "Rural Finance Sustainable Agriculture: alternative, opportunity and innovation" to share successful experiences worthy to be replicated.	Root Capital
15-29	PME	Supervision of the construction of schools <i>Stervins Alexxis, Final Report</i>	HAI	Oct.-Dec. 2015	See project 15-10.	BID/FAES /Hydro-plan

## Annex 3. Projects in 2016

Nº	Theme*	Title & Report(s)	Ctry:*	Date	Summary	Client
16-01	MCV	Baseline to conduct study and evaluation of SMEs services demands  <i>Hans Nusselder, Angélica Ramirez, Paul Cloesen and Melvin Edwards, Baseline Study to Conduct an SME Survey &amp; Needs Assessment and a Comparative Analysis of BSO Range of Services in the Caribbean OCTs, SME Survey and Needs Assessment Report. San José, Aug. 2016.</i>	CAR	Jan.-Oct. 2016	The EU-COSME Programme supports Small and Medium Enterprises in the European territories of the Caribbean. The commissioned study focused on the offer of services by the Business Support Organizations (OAE), and the conditions and status of the SMEs in the twelve countries and territories. A survey of nearly 900 SMEs on the 12 islands identified their characteristics and business, employment of human resources, use of public services (light, water, waste disposal), as well as needs and expectations related to development services.	EC-COSME
16-02	PME	Supervision projects schools 5 Departments Haiti  No publication	HAI	Jan.-Feb. 2016	The construction of educational infrastructure remains a widely recognized need in Haiti. This assignment covers the supervision of the works of seven national schools, executed by the companies Abantia and EXECO. Oversight was provided with regard to the finishing of ceilings, plaster and painting work. Given previous projects of a similar nature, it is reasonable to expect a lifetime of the newly built schools for at least one generation.	IDB/FAES/HYDRO-PLAN
16-03	FIG	Capital Mobilization SEFAS-Root Capital  No publication	CA	Jan.-Dec. 2016	Root Capital is an ethical financier that has obtained IDB resources to promote financing for the agricultural sector in Central America. Together with CDR-SEFAS and microfinance institutions in Guatemala and Honduras, work was done on the development of financial products for groups of small producers (mainly coffee and vegetables), as well as the creation of strategic alliances for marketing platforms and the provision of Technical Assistance.	Root Capital

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

\*Countries: CR: Costa Rica; HON: Honduras; HA: Haiti; GUA: Guatemala; CA: Central America; ECU: Ecuador; MUN: World; SLE: Sierra Leon; RP: Dominican Republic; AL: Latin America; NIC: Nicaragua; COL: Colombia; MOZ: Mozambique; CAR: Caribbean; MEX: Mexico.

Nº	Theme*	Title & Report(s)	Ctry:*	Date	Summary	Client
16-04	PME	Advisory for the creation of a regional strategic monitoring mechanism for the Global Fund  No publication	ALY CAR	Feb.-Dec. 2016	The Global Fund aims to contribute to a lasting improvement of health conditions in developing countries, fighting the epidemics of AIDS, tuberculosis and malaria. To ensure the effective use of the fund's resources, a regional mechanism is required for independent oversight, alignment of ongoing investments and strategic guidance for new investments. The Regional Supervising Mechanism (RSM) is an instrument to monitor governance and ensure alignment of the actions with the general guidelines. The technical assistance provided focussed on the establishment of the RSM in Latin America and the Caribbean.	Global Fund
16-05	MRN	Evaluation of citrus and coconut plantations  <i>Paul Cloesen, Belize Project Due Diligence, Agronomy report, Moringa Partnership, Mar. 2016.</i>	BEL	Feb.-Mar. 2016	Three farms across Belize, cultivating mainly oranges, grapefruit and coconuts, were evaluated as part of due diligence for an investment. Cultural and phytosanitary practices were examined, as well as the availability of human resources. Production potential and production costs were estimated under the threat of various pests and diseases, including notably citrus leprosis, Huang Long Bing and mites in coconuts.	Hardman
16-06	PME	Remote technical assistance for performance self-evaluation  No publication	PAY	Mar.-Apr. 2016	The Global Fund asks countries that receive resources to conduct an Eligibility and Performance Assessment (EPA) of their Country Coordinating Mechanism (CCM). EPA is a management tool that helps to identify strengths and weaknesses and then plan specific actions that will improve their performance. It is conducted annually, measuring compliance of CCMs with the eligibility requirements. Designed to facilitate a milestone-driven improvement plan, EPA incorporates existing evidence of the functionality of the CCM into a feedback loop with national stakeholders.	Global Fund
16-07	FIG	SEFAS Coordination  No publication	CA	Jan.-Dec. 2016	Access to financial services by sustainable agricultural producers in the Central American region is limited, but they strongly need credit support in order to remain competitive. The Financial Services for Sustainable Agriculture Program (SEFAS) aims to facilitate linkages between local and international financial service providers and sustainable (certified) producer groups. SEFAS has been implemented by CDR since 2008, now involving new partners and participants.	CDR

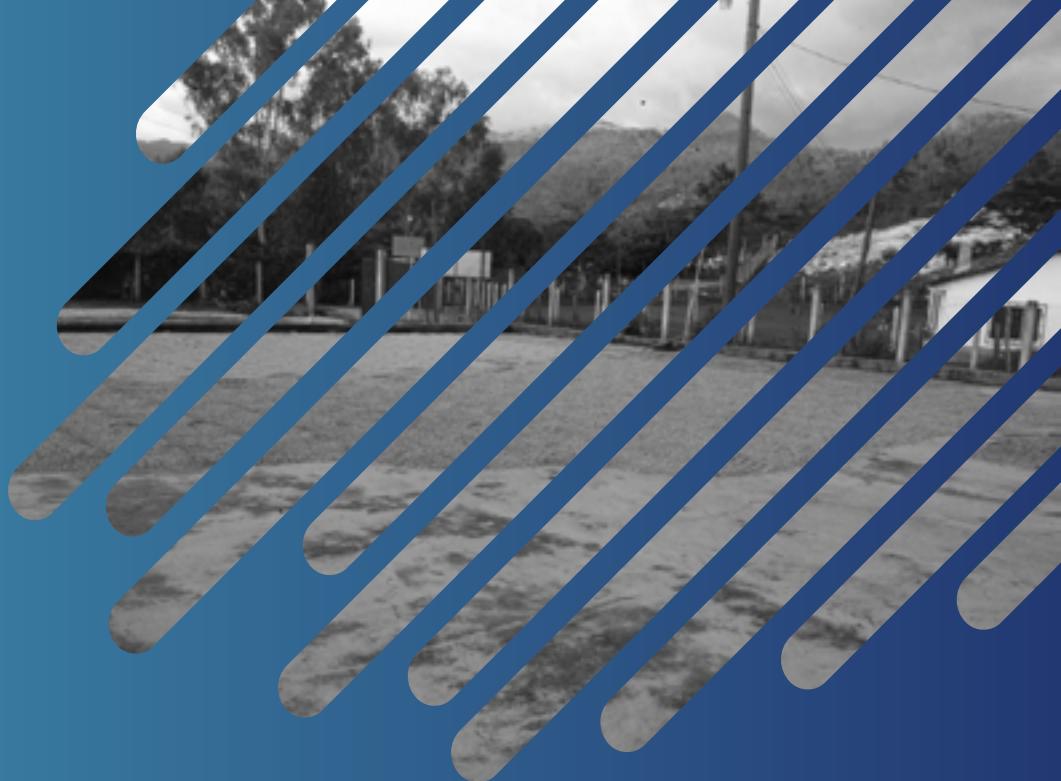
Nº	Theme*	Title & Report(s)	Ctry:	Date	Summary	Client
16-08	MRN	Democratic Dialogue for Environmental Security (PPDSA) <i>Hans Nusselder and Stervins Alexis, "Evaluación final del Programa de Reconstrucción Cordaid-NIMD (2012-2016). Programa Diálogo Democrático para la Seguridad Ambiental (PDDSA). Evaluación final", San José, Dec. 2016.</i>	AL Y CAR	May-Oct. 2016	Colombia, Guatemala, and El Salvador face challenges in emerging from internal civil conflicts. At the same time, their governments have been implementing new public policies in the environmental sector. The PDD-SA assisted political parties, civil society and women leaders at the national and regional levels, promoting dialogue platforms and seeking resolution mechanisms for problems in the mining sector (Colombia) and water resources management (Guatemala and El Salvador). In each of the three countries progress has been made, although the position of citizens and women in particular remains threatened after the coming into force of national peace agreements.	NIMD-Cordaid
16-09	MRN	New survey among ASADAS (112 in Northern Costa Rica) <i>Angélica Ramírez, Ariana Araujo and Rosa León, "Informe final - Caracterización de 112 Asociaciones Administradoras de los Sistemas de Acueductos y Alcantarillados Comunales (ASADAS) de los cantones de San Carlos y Sarapiquí". Oct. 2016.</i>	CR	Jul.-Nov. 2016	In Costa Rica there are about 1500 local water supply system operators (ASADAS), covering 30% of the population. These organizations are examples of community management of water resources. This study characterized 112 of them, operating in San Carlos and Sarapiquí, and revealed that although that region does not have extreme water scarcity problems, measures must be taken to mitigate the effects of climate change. Similar exercises are warranted in other regions, in order to define administrative and financial needs and possible projects that respond to them.	UNDP
16-10	FIG	Preparation of tenders for computer, meteorology and hydrology equipment <i>Eddy Wellens and Paul Cloesen, tender documents for equipment and installation services.</i>	AFO	Mar.-Sept. 2015	WASCAL (West African Science Service Centre on Climate Change and Adapted Land Use) is an academic organization, made up of 10 countries in West Africa plus Germany, which provides governments with the scientific information needed to make climate change decisions. The support consisted in ensuring a correct tendering of research equipment (computer network, storage infrastructure and meteorological and hydrological stations), in accordance with World Bank procedures.	Eddy Wellens/ GITEC

Nº	Theme*	Title & Report(s)	Ctry:	Date	Summary	Client
16-11	MRN	Facilitation of Workshop on Renewable Energy  No publication	NIC	Jun. 2016	Renewable energies in Central America represent a lot of potential, but also a need for dialogue. The workshop "Greener and more inclusive energy transition in Central America", moderated at the request of the NGO Hivos, was organized to inform and motivate actors with an impact on energy policies. The work included the preparation of the methodology of the event, the facilitation and evaluation of the workshop and the consolidation of a report. This event allowed for reflection on the joint work towards a renewable, green and inclusive energy matrix throughout the region.	HIVOS/ Sinergia
16-12	MCV	Support to dairy producers in Coto Brus  No publication	CR	Nov. 2016- Jun. 2017	The development of MSMEs that generate employment and added value in rural value chains requires a long-term vision. In addition, it requires business development services in the social economy, specifically the Limoncito Integral Development Association (ADI Limoncito), owner of the enterprise Lácteos de Coto Brus. This mission covered financial, commercial and administrative management issues, which promote greater inclusion, better business management and access to financial and non-financial services. Counselling will be continued in 2017.	Fodemi-pyme
16-13	PME	Evaluation of PRESANCA  <i>Patrick Dumazert, Ismalia Acosta, Jorge Muñoz y Paul Cloesen, "Evaluación Final Externa del Programa Regional de Seguridad Alimentaria y Nutricional para Centroamérica (PRESANCA II) y del Programa Regional de Sistemas de Información en Seguridad Alimentaria y Nutricional para Centroamérica (PRESANC SAN II)", Nicarragua, Oct. 2016.</i>	GUА, HON, NIC, CRY PAN	May-Oct. 2016	To date, large segments of the Central American population are still affected by food insecurity. PRESANCA is an EU financed programme that supports the Central American Integration System (SICA) in matters of Food and Nutrition Security. PRESANCA is an independent programme but it functions as the information component of PRESANCA. A team of four consultants evaluated the second phase of PRESANCA and both phases of PRESANCA for each component. The programme deserves to be continued.	EC-Agri- consulting

Nº	Theme*	Title & Report(s)	Ctry.*	Date	Summary	Client
16-14	PME	Monitoring and evaluation <i>No publication</i>	MUN	Jun-Dec. 2016	Based on past experience in health programs, a team of specialists developed a tool for grant management in different countries. The monitoring tool and dashboard known as HERMYT standardizes the monitoring by Sub Receivers, tracking activities and expenses against the budget. This helps to identify bottlenecks, avoiding the low absorption of Global Fund grants. Recently, the US government approved the building of a generic international version of HERMYT.	GMS
16-15	FIG	Financing guide for the rural agricultural sector <i>No publication</i>	ALY CAR	Jul. 2016-Jan. 2017	Financing productive rural organizations poses great challenges to microfinance institutions wanting to venture into the agricultural sector. The development of a technical guide based on the experience developed by CDR-SEFAS and Root Capital in the last years, aims to offer conceptual tools, along with good practices and lessons learned in the granting of credit. This allows to adjust the offering of services to the needs and characteristics of rural associative enterprises. The guide provides sequential steps, practical exercises and advice applicable to the assessment of a potential subject of credit.	Root Capital
16-16	FIG	Financial services for coffee growers <i>No publication</i>	GUA	Aug. 2016-Jan. 2017	Access to financial services continues to challenge farmers in Central America. CDR's SEFAS Programme established a consultative process with six Guatemalan producer organizations that were selected and supported by ANACAFE. Support was provided under the Rural Value Chains programme of USAID, coordinated by FUNDASISTEMAS. It included topics such as the diagnosis of bankability of the groups, accompaniment and linkage, as well as training of ANACAFÉ technicians in the area of financial services.	FUN-DA-SIS-TEMAS

Nº	Theme*	Title & Report(s)	Ctry: <sup>+</sup>	Date	Summary	Client
16-17	MRN	Evaluative systematization of renewable energy  <i>NIRAS Oy. "Consultoría para la Sistematización Evaluativa de las dimensiones técnico-ambiental, económico-financiera y social de soluciones energéticas implementadas por el Programa AEA. Producto 1: Plan de Trabajo y Metodología". Lima-Vantaa, Sept. 2016.</i>	ALY CAR	Sept. 2016	"Energy solutions" refers to the transition towards the generation and consumption of renewable energies. In Peru, Bolivia, Colombia and Ecuador the Program for the Andean Energy Alliance was carried out in 2012. At the request of the Ministry of Foreign Affairs of Finland (MAEF), a multi-consultant team spent a month in Lima, formulating a work plan for the evaluative systematization of 17 projects. The review of the documentation led to several findings and questions in three components: technical-environmental, economic-financial and social. The responses should facilitate decisions on the replication of the solutions, but as yet they are pending.	NIRAS- IICA
16-18	PME	PR Dashboard  No publication	NIC	Oct.-Dec. 2016	The Global Fund implements a risk mitigation strategy, in collaboration with Grant Management Solutions and SAP partners, both of Germany, resulting in a tool to facilitate the work of policy makers. At its request the tool "RP Dashboard (Main Receiver)" was installed, allowing the effective management of granted subsidies. In the case of Nicaragua, technical assistance was provided under the malaria component, relating to a USD 10 million grant for the period 2016-2018. The beneficiary is the Federation NicaSalud Network.	Global Fund
16-19	DHU	Evaluation of proposals  <i>Hans Nusselder and Paul Cloesen, Evaluation matrices of the country programmes 2017-2021 of GEMOUN, Haiti and ADA, Rwanda, Nov. 2016.</i>	MUN	Nov. 2016	The Belgian Official Cooperation is implementing a new system of evaluation and selection of country programme proposals submitted by NGOs. It proceeds in collaboration with the NGO federations of both language regimes (Dutch and French, the main languages in Belgium). An independent evaluation was made of two country programme proposals for the period 2017-2021, for Haiti and Rwanda respectively. They focused on the protection of vulnerable children and agricultural development, mainly with women.	ACODEV





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