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# Mid-term review of CATIE MAP Norway

Final report, 8. December 2015



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# **Mid-term review of CATIE MAP Norway**

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# Acronyms

ACPROA	Cooperative Association of Agricultural Producers (ES)
ADIZAL	Development Association of the Highland Zone (ES)
AMCO	West Rural Women's Association (GUA)
AOP	Annual Operation Plan
ASORECH	Regional Association of Maya Chortí (GUA)
ATA	Agricultural Technical Assistance
BTA	Business Technical Assistance
CATIE	Tropical Agricultural Research and Higher Education Centre
CBO	Community Business Organisation
CEN	Centre for the Understanding of Nature
CIAT	International Centre of Tropical Agriculture
CONICHH	National Commission Maya Chortí of Honduras
COPRAUL	United Regional Agriculture Cooperative (HON)
CRIA	Regional Centre for Research Nicaragua
CRS	Catholic Relief Services
CST	Climate Smart Territories
CTPT	Tri-national Commission of the Trifinio Plan
CUNORI	The University Centre of the West (GUA)
DAC	Development Assistant Committee, OECD
EU	European Union
FIT	Research and Extension Farms Nicaragua
FFS	Farmer Field School
GESCOM	Knowledge Governance (NIC)
ICT	information communication technology



IICA	Inter-American Institute of Cooperation for Agriculture
ILRI	International Livestock Research Institute
MAG	Ministry of Agriculture El Salvador
MAGA	Ministry of Agriculture Guatemala
MAP	Mesoamerican Agro-environmental Programme
M&E	Monitoring and evaluation
MARENA	Ministry of the Environment Nicaragua
NGO	non-governmental organisation
NIT	Research and Extension Centres Nicaragua
OECD	Organisation for Economic Co-operation and Development
SINIA	National System of Agricultural Research Nicaragua
SINTET	Tri-national Territorial Information System
SOPEXCCA	Agricultural Cooperative Union of Jinotega (NIC)
STBF	Schools of Territorial Business Formation (EFET in Spanish)
UNA	National Agricultural University Nicaragua
UNAN-FAREN	National Autonomous University of Nicaragua Regional Faculty

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## Executive Summary

The Tropical Agricultural Research and Higher Education Centre (CATIE) is an applied research institute for agriculture and environment, for ‘research, education and innovation’. Owned by 13 Latin American countries, CATIE has its headquarters in Costa Rica. Its strategy involves implementation of agriculture-related development projects as a source of innovation, funded by Norway for decades. The Mesoamerican Agro-Environmental Programme (MAP) Norway is scheduled to receive the equivalent of USD 10 million for the period 2013–2017. MAP employs a holistic approach to assist the development of Climate Smart Territories (CST), defined as geographical regions where the focus is on achieving acceptable outcomes on five objectives: reduce poverty; enhance equality as regards gender, ethnicity and age; improve nutritional/alimentary security; decrease degradation of ecosystem services; and reduce vulnerability to climate change. Interventions take place at five levels of society: household (R1), farm (R2), organisations (R3), governance platforms (R4), and scaling out (R5). Through agreements with cooperatives and other farmer organisations, households are recruited to attend Farmer Field Schools (FFS) and receive individual technical assistance from local facilitators trained and financed by MAP Norway. Topics for the programme of 15 or 16 practical sessions over 12–18 months include how to develop home gardens for a balanced diet, improved agricultural practices with a focus on ecological solutions for main cash crops, gender equality and health-related matters.

A similar practical training programme is offered to agricultural organisations, with emphasis on improving organisational capacity, e.g. accountancy, training leaders on responsibilities and tasks. MAP Norway has also provided value-chain support, e.g. for finding new markets for products and planning new commercial

activities to add value to products. MAP Norway seeks to promote better governance by influencing other institutions to apply its methodologies and values. MAP Norway actively supports or takes initiatives to create platforms, such as alliances and networks of government institutions, municipalities, NGOs and other actors, for promoting CST.

MAP Norway is involved in two territories: NicaCentral, consisting of 8 municipalities in Nicaragua; and Trifinio, consisting of 45 municipalities in the border areas of El Salvador, Guatemala and Honduras (MAP works in 20 out of these 45 municipalities). Two teams, staffed by 10–15 professionals in coordination with headquarters, are well on their way to achieving the target of assisting 5000 farmers and 30 farmer organisations. Monitoring statistics indicate activity levels according to plan; and outcomes on the five CST objectives are also reasonably good. The evaluators of this mid-term review could note considerable evidence of progress, like abundant home gardens with nutritious vegetables of all kinds, tree cover in coffee fields, no signs of harmful agrochemicals, and that fruit trees have been planted. However, outcomes appeared quite meagre in some of the randomly chosen FFS participating households visited. MAP Norway conducted a baseline survey at the start in 2013; a second survey round with a total 230 household respondents was conducted by an independent team of enumerators. Changes in outcome indicators show considerable progress towards the goals, but also some setbacks which, according to MAP Norway, can be attributed to drought and other external factors.

CATIE is a respected academic institution with long traditions and considerable expertise in conducting research and implementing development projects. Activities follow strict rules set by headquarters. The territorial offices work independently, but finances are controlled by the respective CATIE national office. Activity planning is first developed at target-result level by a responsible team in each territory and headquarters, then adjusted in each territory, and later the entire programme is decided at headquarters level, before being approved by the Norwegian Embassy. Activities in the field are followed closely, as all MAP Norway facilitators and technicians report electronically whenever they work with farmers, organisations or institutions.

The mid-term review team finds that MAP Norway is conducting its work in a serious manner, reaching the pre-set activity targets at nearly all result levels. Output is also in line with plans, with outcomes ('direct results', in MAP Norway terminology) not varying more than expected. MAP Norway can show considerable impact when its 2013 baseline survey is compared with a second survey, conducted in summer 2015, of 323 households/farms. However, the lack of a non-project group for comparison makes it difficult to attribute the effects solely or directly to the programme.

Our impression after visiting families and organisations in the field through two separate evaluation teams is that MAP Norway has considerable impact at the local level. Most FFS participants had developed home gardens with fruit trees, vegetables and nutritious herbs that will improve their diets and thus increase food security. About half of the participants were women; those interviewed showed considerable understanding of the importance of gender equality, and many have become involved in ecological agricultural practices for their main product, often cash crops, grown on the farm. Trees have been planted for shade and water retention in the fields, and ecological means of reducing coffee rust are in use. As the farmer cooperatives and base organisations are still very weak, MAP Norway has concentrated on supporting organisational development (financial management, transparency, product collection administration), rather than value-chain activities, like finding markets and adding value to crops by further processing.

The activity and outcome for territorial governance (R4) were found to differ considerably between Nicaragua and Trifinio, due to great differences in existing governmental and institutional settings in the two territories. Such platforms hardly exist in Nicaragua, where the government prefers to handle local policies at the central level. By contrast, in Trifinio, independent platforms of institutional interaction (called *mancomunidades*) that unite up to 45 municipalities in joint governance effort have existed for 28 years, intended to serve as an integration zone in the area. Therefore, MAP Norway is initiating such influence-seeking governance work in only one (small) area in Nicaragua, but has been able to participate and collaborate directly with many national and three national *mancomunidades* in Trifinio. Many *mancomunidades* are now implementing the MAP Norway approach and methodology with financing from other sources.

The results of upscaling (R5) in Nicaragua are limited, as CATIE in general is not an important partner of the current government. The Trifinio office has had greater success, although more at the territorial level rather than gaining acceptance for their methodology and perspectives among the three national government institutions.

The evaluation team finds many challenges in the MAP Norway programme which CATIE should seek to solve in its future work. The most important at programme implementation level is to find more efficient ways of scaling out methodologies at household and organisation level. Current activities cover too few recipients to be cost-effective as a pure development project. As CATIE's added value as an applied research institution lies in the development of methodologies, it is essential to get other institutions to apply them, to justify the relatively high costs of team expertise, as well as the budget share used for core funding and overhead to headquarters and national offices. MAP Norway emphasises three aspects of scaling out: to other CATIE projects through headquarter staff; connected organisations using CATIE methodologies in future projects funded by others; and through uptake by partner NGOs and organisations.

MAP Norway has serious problems in reaching the poorest segments of the rural population. It appeared that farmer members in the organisation connected to MAP Norway made extensive use of landless day-labourers from the same community, who rarely participated MAP Norway activities, despite the intention of including them. This impression of unsustainable local 'elite capture' was also noted in many organisations that were dominated by a few actors who 'bragged' of their ability to acquire project funding for decades to develop their infrastructure, rather than demonstrating the capacity to invest and progress by own means. A rather high number of organisations had continuous support from CATIE (and Norway) in Trifinio, rather than giving other organisations the possibility to progress with Norwegian funding. MAP Norway indicates it is important to maintain loose relations with organisations and households over time, to be able to measure the long-term impacts of interventions. The close collaboration in territory governance is rewarding as an opportunity for making a real impact on society, but is also a threat to the independence of CATIE as an academic institution. Our

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team found that MAP Norway lent the ‘brand name’ of CATIE as a serious academic actor to *mancomunidad* project applications for EU funds that probably exaggerate their influence – and, moreover, to political and ideological fights against governments and for idealistic ecology movements that may well not represent the preferences and interests of the national population, e.g. the anti-mining movement in Nicaragua. However, this is only indirect, as MAP Norway sees itself as offering technical assistance to applications and not as a partner; furthermore, it never formally supports movements with clear political implications, although its collaboration with participants in these struggles was interpreted as support by some actors with whom the evaluators spoke.

Cuts in Norwegian development aid are likely to mean cuts in funding to MAP Norway. We recommend the Norwegian Embassy to allow CATIE to decide for itself how to solve this problem in a way that can minimise the harm to its reputation. It is utmost importance to make use of the investments in educating FFS facilitators and maintain close ties with the *mancomunidades* in Trifinio, while also moving closer to larger, more powerful farmer organisations in Nicaragua, which may have considerable voice towards the government. However, MAP Norway considers such a move to be politically difficult, as it might overly empower the local elites in charge of such influential organisations. Furthermore, support to small and weak organisations is not sustainable, as intervention over a 10-year period cannot be guaranteed.

# 1 Introduction

The Tropical Agricultural Research and Higher Education Centre (in Spanish: thus, the acronym CATIE) is a regional institution dedicated to research and graduate education in agriculture, and the management, conservation and sustainable use of natural resources (CATIE, website). The institute is owned by 13 Latin American countries and has its headquarters in Turrialba, Costa Rica. Climate Smart Territories (CST) have become CATIE's main approach to achieve sustainable and inclusive human well-being, and for effective integration of activities in education, research and innovation for development, in alliance with multiple public and private partners. The basic idea is to develop new methodologies and approaches for agricultural-related development interventions in investigation projects, supported by M.Sc. and Ph.D. students working on ongoing projects. This way academia learns from practical fieldwork, and the fieldworkers make use of innovation developed by academia.

CATIE has been supported financially by Norwegian development cooperation institutions for several decades and the Norwegian Embassy in Guatemala is responsible for several of their projects in the region. This mid-term review evaluates the second phase of the Mesoamerican Agro-Environmental Programme (MAP) Norway, financed by an amount equivalent to USD 10 million over the four-year period 2013–2017. MAP Norway is a holistic project, covering a range of crops and agricultural practices. It seeks to influence all levels of society, from family to governments, in order to solve five identified problems and create a well-functioning society able to give rural citizens better quality of life. The desired outcomes are to reduce poverty; improve equality as regards gender, ethnicity and age; enhance nutrition and food security; prevent degradation of ecosystem services; and reduce vulnerability to climate change in specified geographical regions.

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These are termed ‘Climate Smart Territories’ (CST) when acceptable levels of the fire desired outcomes are reached.

In order to introduce CST, MAP Norway has developed, designed and applied a wide range of interventions, referred to as CST approaches or methodologies. These interventions are mainstreamed at various levels of society, referred to as Results 1 to 5 (R1–5) with various actors in society as follows:

R1: Family: change behaviour, preferences and practices

R2: Farm: introduce new technological and management practices and crops

R3: Organisations: assist farmer organisations to become efficient and reach markets

R4: Governance territories: promote dialogue and cooperation between institutions and actors in regions

R5: Scaling out: induce government institutions, NGOs and others actors to apply CST goals and methods.

The mid-term evaluation team conducted analyses of results and challenges, mapping the various methodologies used for each level, with the exception of family (R1) and farm (R2): these are intertwined, as the same approach reaches both levels, and the justification of one level is defined by the other. R1 and R2 are hence combined in further discussions.

The project is implemented in two *territories* i.e. geographically defined regions that do not necessarily follow institutional or political divisions. *NicaCentral* is the central region of the northern Nicaraguan highland rainforest area, consisting of 25 municipalities; *Trifinio* consists of 45 municipalities on all sides of the three-border dryland area between El Salvador, Honduras and Guatemala. The municipalities within these territories share similar socio-economic situation, climatic and natural conditions. Thus, they face the same types of development challenges; moreover, they are intertwined as regards solutions, as problems created in one will affect the other, e.g. externalities. Thus, there are not only economies of scale that emerge from collaboration between political authorities, institutions and actors working due to similar challenges in each municipality: furthermore, collaboration is



necessary, as a solution in one municipality may depend on the solution of another one.

Methodologies in MAP Norway are either developed in previous programmes like MAP1 (2009–2013) or even earlier projects like Degraded Pastures (2004–2008). Both received considerable financial support from Norway. So even if this mid-term review is conducted after only two years of MAP, many of its recipients have a long history of working with CATIE and Norwegian development support. This is taken into consideration in some cases when this report evaluates the impact of continuous intervention over several years rather than solely the impact of the two years of support from MAP Norway.

CATIE involvement in Farmer Field Schools (FFSs) began in the years 2004 to 2006 with a joint effort with an ILRI (International Livestock Research Institute) project. An introductory workshop on FFSs for livestock was carried out in Turrialba, and the CATIE Norway Project 'Participatory Development of Sustainable Land Use Alternatives for Degraded Pastures' adopted the methodology. This project was implemented in Guatemala (Petén) and Honduras (Olanchito), but not in the Trifinio territory.

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## 2 Programme implementation

### 2.1 Family (R1) and farm (R2)

#### 2.1.1 Methodology

The objective of MAP Norway at family and farm level is to improve living conditions for the rural families through better food and nutritional security while changing their consumption habits and behaviour; but also through more effective crop management to increase yields as well as crop diversity. The most important interventions are the Farmer Field Schools (FFS; ECA is the Spanish acronym) where a group of small-scale farmers participate in a holistic course with several topics chosen by families and the project team; in addition, individual attention is paid to designing and implementing changes on their farms through agricultural technical assistance (ATA).

The FFS course is designed not merely to transfer knowledge of agricultural practices, but more importantly to change the behaviour of farm families through reflection on their own mind-sets, expectations and preferences. CATIE first recruits participants by signing an agreement with a farmers' organisation, normally a cooperative which sells products on behalf of the farmers. A course facilitator is recruited locally and trained to conduct these courses, financed by MAP Norway and formally employed by the collaborating organisation. The average FFS group is composed of 15 households in average. At the first session, participants discuss the themes to be included in the following sessions of the 18-month FFS. Then the facilitator visits each participant's farm to plan the development of a home garden and activities for the whole farm. The purpose of the first is not so

much to instruct farmers in sowing and raising new kinds of plants in home gardens (experienced farmers would probably be able to experiment by themselves), but more to raise awareness of particularly nutritious crops and the benefit of including them in the diet to improve nutrition and food security and reduce vulnerability to climate change. The farm R1-level intervention is considered mainly as a means of changing consumption patterns at household level R1. The facilitator and the household jointly design a *home garden map* of the planned home garden, but also draw a *farm map* as it is today and how they would like to develop the whole farm to become more productive, differentiated and sustainable. The facilitator summarises needs from these maps and proposed themes, in setting up the curriculum for the FFS. The facilitator also ensures that gender issues, rubbish treatment and other not directly agriculture-related issues are included in the programme, by using soft pressure – for instance, participants understand that without these components there will be no course. For instance, the MAP-designed *Gender capsule* introduces sensitive cultural issues in short discussions of only 20 to 40 minutes in each FFS session, rather than devoting an entire session – which, in CATIE’s experience, may scare people away from further participation. FFSs feature practical work sessions, where the facilitator explains the process involved by demonstrating it in the field. Each farmer receives inputs like seeds and seedlings to replicate the exercise at home, where the family is also instructed directly by the facilitator on individual visits.

Farmers in both NicaCentral and Trifinio *territories* use most of their land for cash crops like coffee, vegetables, cocoa, livestock for dairy or meat production. As such they should not be considered ‘subsistence farmers’, even though most of them are poor according to conventional standards. FFSs focus on specific crop challenges like diseases, as well as on environmental practices for alternative use of ecological inputs and increasing tree cover and root systems to protect the soil from erosion.

The gender focus at household level, as for all other levels, is to give women a ‘voice’ in decision-making. This does not necessarily imply that women should participate in the activity itself by working side-by-side with the men who normally dominate in that activity, e.g. cattle. However, influence comes with participation in the activity, since it improves knowledge of the subject at hand.

MAP Norway's gender intervention involves a combination of two quite different gender-equalising approaches: getting women to participate in male activities, and supporting all-women activities. The main health issues besides nutrition concern treatment of solid wastes to avoid pollution of living areas, and ensuring separation of animals from humans to avoid transfer of diseases.

The programme theory behind interventions is straightforward: CATIE develops the FFS methodology and finances the employment of facilitators (input); it instructs and follows their work (activity), which gives rise to FFS sessions of learning for farmers (output), which in turn motivate them to apply new methodologies on the farm and to change household habits (outcome) – changes that lead to the five overall CST objectives defined above (impact).

### 2.1.2 Results: Nicaragua

In Nicaragua, the evaluation team visited farms chosen randomly, as well as some suggested by MAP Norway. We visited six households and their farms and home gardens; households were located in the municipalities of Jinotega, Muy Muy Viejo, Tuma La Dalia and Matiguás. Conditions varied in terms of land tenure, access to markets and income generation. Some families lack access to basic services like health facilities, drinking water and schooling, whereas others have such services nearby. Poverty is relative, and power relations are uneven at households and farm level within the communities and within MAP-NicaCentral.

Farm plots vary in size within the municipalities and within MAP Norway participating households. Main commercial crops in NicaCentral are coffee, cocoa and livestock (dairy and meat). Most households produce vegetables and basic grains, as well as beans, for domestic consumption.

The first cycle of FFS in NicaCentral began in August 2013 and was finalised in May 2015. In all, 75 FFSS and STA conducted, involving 1057 households. Previously, 30 local facilitators had been trained, in order to provide technical assistance to an average of 37.5 (30 to 45) households each.

The evaluation team observed impressive home gardens at farm level. Many families were growing carrots, beetroot, paprika, coriander, tomatoes, giant granadilla, cucumbers and other food plants, from seeds provided by FFS facilitators. However, there was great variety in outcomes as well as sustainability, as the next harvest depends on households being able to reproduce the seeds themselves. Visited households recognise the value of producing food organically and consuming such vegetables as part of the family diet. Knowledge about home gardening and seed reproduction is highly appreciated. Most families will continue with the home gardens, basically for own consumption. Until now, surplus production has been shared in the neighbourhood; farmers have no plans of entering the (commercial) vegetables market. The FFS has also made fruit-tree seedlings available; these will soon be producing for family consumption.

Most households also grew coffee and cocoa, with some side production of beans and maize for domestic consumption. MAP Norway provides good techniques regarding commercial crops, such as sanitary pruning, yield pruning; shade management and agroforestry practices, as well as plantation renovation. Farms visited reported higher yields due to tissue and shade management; importantly, they now have better control of plant diseases, such as coffee rust, and black pods (*mazorca negra*) in cocoa. CATIE has promoted the use of green pesticides and green fertilisers and foliar, as well as organic coffee and cacao production for niche markets in Nicaragua and elsewhere.

The FFSs include gender capsules, short courses added to the course programme. Most households interviewed reported more balanced decision-making within the family thanks to these gender capsules.

Most coffee farms include shade trees. Farmers report that they have learned how to manage this better through FFS, e.g. how to get the right amount of shade for optimal humidity and heat; furthermore that they now know better how to control coffee rust, which has become a major challenge to coffee production due to changes in the local climate.

### 2.1.3 Results: Trifinio

The evaluation team contacted 15 different farmer organisations of various types, and some 1250 families organised in small groups (15 to 25 families). More precise figures can be found in MAP Norway reports. Multi-product, multi-subject Farmer Field Schools (FFS) operated for periods of 12 to 18 months, training producers in a wide range of topics, according to their specific needs. Frequent lesson topics were: farm and home garden planning methods, agro-ecological practices (organic fertiliser production and use, natural insect repellents, homemade fungicides, soil conservation, etc.), agroforestry systems (combining multi-purpose trees and crops), introduction of new staples/crops/ and/or poultry, hygiene and food security issues, improved cooking tools (wood-efficient kitchens) and methods of climate-change mitigation (saving water and energy).

Emphasis on different crops, production systems and other issues vary depending of farmer needs. Besides FFS (collective training) each farmer was visited once a month, in order to assess knowledge and to help adopt technologies (Technical Assistance, TA). FFS and TA facilitators were trained by MAP Norway staff, and their performance was monitored. While the team was conducting its evaluation, various groups of farmers were visited in Honduras (three communities), El Salvador (four communities) and Guatemala (four communities).

Major staple crops at Trifinio are maize and beans; both are important components of traditional farm diets. In highland regions, coffee and/or vegetables are important cash crops as well. Home gardens and fruit trees have been promoted to improve food security (family consumption of new complementary foods) and add vital nutrients (proteins, fibre, vitamins and minerals). Interviewed families mentioned use of home-produced products in their daily meals. 'Now we eat not only radish tubers, we also cook the leaves'.

Rates of adoption for the many techniques, skills and practices covered within the FFS curriculum vary. Introduction of new plant species, in home gardens and on farms, was observed at all sites, as well as the presence of poultry (mostly for egg production). According to the MAP Norway 2014 annual report, approximately

1800 families (both Trifinio and NicaCentral) had begun growing new plant species/varieties – an adoption rate of more than 70%. When farmers were asked about new knowledge/skills that they useful, agro-ecological concepts (soil protection, organic fertilisers, natural insecticides) were the first mentioned. Among non-agriculture topics, the importance of women's involvement in decision-making [Gender) was what most mentioned first.

Individual technical assistance was crucial for developing home gardens and farm plans. According to the facilitators, face-to-face contact with each participant family boosted the adoption of new plants and technologies.

## 2.2 Organisations (R3)

### 2.2.1 Methodology

The points of contact for MAP Norway are either small-scale farmer membership organisations or farmer-owned companies. The legal construction varies, but traditional cooperatives are the most common. The actual content of the collaboration with MAP Norway is defined by written agreement. Besides helping farmers to participate in FFS, organisations receive assistance aimed at improving the effectiveness and quality of their work as well as into increasing the profitability of their activities by finding new markets for their products or other ways of processing to make product more valuable (value chain). There is considerable variety in size, organisational capacity and level of marketing in these collaborating organisations, but they all market what are seen as the most important cash crops in their area, coffee and cocoa, as well as beans in Nicaragua and vegetables in Trifinio. Other organisations also put considerable effort into developing value chains in coffee and cocoa, even with own certifications channels like BioLatina and Utz Che Certifier – which, however, made it difficult separate the effect of the MAP Norway intervention.

MAP Norway's approach towards farmer organisations is similar to interventions at the household level. Two or three representatives of each organisation are invited to a series of Schools of Territorial Business Formation (STBF, or EFET in

Spanish) workshops, where the curriculum is decided in a participatory manner, in line with the agreed needs of the organisations as well as the business plan developed on an individual Business Technical Assistance (BTA, or ATE in Spanish) basis. The STBF cycle generally comprises a total of up to eleven sessions over three years, with each session lasting a day and a half to two days. The STBF is held on weekdays. Topics not directly related to business issues, like gender and environmental protection, are included to introduce all elements of the CST objectives also within the farmer organisations.

The programme theory is that MAP Norway finances and human capital (input) used in STBF and individual BTA (activity), trains the leadership of the organisations that then transmit this knowledge to members (output), leading to better work, profitability and practices (outcome) with improvement on all five CST objectives (impact).

MAP Norway has put more emphasis on improving organisational capacity instead of supporting further development of existing value chains or developing value chains for new products. The elected leadership of grassroots organisations with few members need to understand their responsibilities and how to conduct basic leadership tasks like summoning members to meetings and writing up the minutes of their meetings. It has also been important to enable organisations to classify the products delivered by farmers according to the needs of the market. Larger organisations that serve grassroots organisations also need to improve accounting systems, to automate billing, etc. Here it should be noted that MAP Norway does not necessarily possess full knowledge of or contacts within specific product markets that are needed to improve selling prices or start other parts of the value chain. Recognising this shortcoming, they now prefer to facilitate contact between collaborators and appropriate organisations for financing, marketing and related issues.

### 2.2.2 Nicaragua

By 2014, MAP Norway had conducted 161 STBF sessions and accompanying BTA for 15 farmer organisations (grassroots cooperatives and associations) and 2<sup>nd</sup> degree cooperatives (groups of more than five grassroots cooperatives). In total 281



participants, of which 45 per cent are women, have received practical training in the following subjects: strategic planning, business plans, financial management, governance and administrative procedures, gender and capacity building for youth and facilitators. Three value-chain studies were carried out for main sectors of coffee, cocoa and beans.

The evaluation team visited three weak grassroots cooperatives and two very advanced farmer cooperatives. SOPPEXCCA, a 2<sup>nd</sup> degree cooperative, is considered by MAP Norway to be scaling out initiative (R5) while two of its members organisations are partners to MAP Norway. SOPPEXCCA works with the whole coffee value chain from production to storage, wet and dry processing, roasting and the elaboration of finished products for local and international markets. For its development SOPPEXCCA has access to credit, less expensive agricultural inputs, and a stable market that requires high volumes and standardised high-quality coffee.

La Campesina, created as a cooperative in 2003, brings together 355 associates, 398 of whom are women. It is double certified (Biolatina and Utz certified) as an organic cocoa producer, which demands high environmental and social performance. It provides stable markets and guarantees quality of cocoa among all associates. La Campesina is involved in the whole cocoa value chain – from collection centres to standardise quality, centralised drying processes, packing and transport to market. It also elaborates end products such as chocolates for the national and international markets. The members are very pleased with the social benefits derived from selling organic cocoa through La Campesina. Youth get scholarships to work with cocoa processing and innovations; and production is agro-ecologically responsible, which helps soil and water recovery and reinforces the resilience of the whole ecosystem.

MAP Norway has targeted both weak farmer grassroots organisations (cooperatives) and more advanced cooperatives or unions of cooperatives. Working with the grassroots organisations is very demanding in terms of institutional strengthening, follow-up and monitoring. Weak grassroots organisations should not operate in isolation; they benefit from joining 2<sup>nd</sup> degree cooperatives and more mature ones. This allows them access to

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micro-credit services, agricultural inputs, stable markets, niche markets and social benefits such as scholarships and specialised courses for children.

Women are targeted in project activities and promoted within the cooperatives. Some cooperatives have their own gender policies and are actively implementing gender-affirmative actions. Women are achieving positions as board members as well as in the administration of farmer organisations. More detailed studies should be conducted to show the effects of gender capsules in women empowerment and in mainstreaming gender among farmer cooperatives: this point is acknowledged by MAP Norway, which plans to include it in the 2016 work programme. At La Campesina, more effort should be devoted to involving women as members.

### 2.2.3 Trifinio

Trifinio is a territory with 28 years of institutional history; it was established by a three-country international treaty (Guatemala, Honduras and El Salvador). Its executive agency, the Tri-National Commission of the Trifinio Plan operates with various initiatives in synergy with 45 local municipalities. Producer organisations are actively promoted by several development agencies (local, national, international, NGO). MAP Norway works with 15 local organisations, using workshops and STBF to empower these groups for access to better markets. Among the training topics are strategic planning, value-chain concepts, marketing and accounting. According to the specific needs of the various organisations, individual business assistance (BTA) is also offered by MAP Norway. MAP furthermore strengthens organisational capacities related to equity, with gender activities as a business approach. The collaborative work with farmer organisations is formally anchored through written agreements, annual operative plans and budgets.

The evaluation team visited six local farmer organisations: CONICHH and COPRAUL, Honduras; 'Flor de la Montaña' and AMCO, Guatemala; ADIZAL, ACPROA, El Salvador. Few producer organisations have trained staff; operations are run by the board of directors. MAP Norway trains them through STBF and direct technical assistance in specific topics. Some members of

the FFS (community leaders not necessarily members of the board) are also invited to the STBF.

## 2.3 Territorial governance (R4)

### 2.3.1 Methodology

MAP Norway has a territorial approach, rather than supporting specific sectors with specific themes all over the country. It covers all levels of society which in the end have influence on the living conditions of farmers /households in a smaller restricted geographical area. This holistic, multi-sectoral, multi-thematic and multi-level approach implies that MAP Norway intends to collaborate with a wide range of institutions and actors in each area to promote the five CST objectives.

The most effective way is to promote collaboration between many organisations and then influence them to work towards the CST objectives in that territory, or in other words, create a Climate Smart Territory. Where such cooperation *platforms* do not exist, MAP Norway tries to promote such cooperation by bringing the various into contact with each other, often by covering minor expense to make this happen. The basic idea is that having institutions meet and discuss will in itself improve coordination between them, and improve institutional creativity that might promote CST. If such platforms already exist, MAP Norway (CATIE) tries to get invited as another member, observer, or assistant, and then support their work with relevant knowledge and methodology. The objective is also to persuade institutions to work towards CST objectives. In practice, this implies scaling up of MAP activities, as any other organisation that uses the same methodology or acts to achieve CST goals means an extension of the work of MAP Norway itself.

The programme theory is as follows: financial resources and human capital (input) from MAP are used to create and coordinate institutional cooperation (activity), with meetings and discussions (output) inducing members to take action (outcome) towards CST objectives (impact).

### 2.3.2 Results: Nicaragua

NicaCentral covers an extensive territory and has no clear management system recognised by the government. CATIE has therefore decided to concentrate in core areas in order to mainstream a CST approach. The Peñas Blancas Massif is a core area lying between the Department of Jinotega and Matagalpa, which was declared natural reserve by law in 1991. The Massif is an important source of drinking water and for hydropower generation. The Ministry of the Environment of Nicaragua (MARENA) mandated the Centre for the Understanding of Nature (CEN acronym in Spanish), an NGO, to implement the governance plan of this area. The management plan was endorsed to CEN, but, with neither budget nor staff for its implementation, must rely heavily on voluntary work from various actors such as municipalities, others NGOs and organisations like CATIE. CEN conducts fund-raising for resources and voluntary work.

MAP Norway provides some financial resources for core activities; it contributes to the revision of the management plan and promotes dialogue between various actors in the territory. However, it does not cover necessary staff to monitor illegal activities in the Peñas Blancas Massif. The idea of creating an *Initiative Group* emerged; today this includes the three municipalities of the area, with NGOs and CATIE. The evaluation team had a meeting with the Initiative Group of Peñas Blancas territory. The mayor of Rancho Grande and an official from the Environmental Unit in the Tuma la Dalia also attended the meeting. There is a clear difference in the level of development of the two municipalities: Tuma la Dalia is a relatively prosperous, whereas Rancho Grande is struggling to get staff to deal with challenges and the monitoring of its area of influence within the Peñas Blancas territory.

Some conflicts have emerged on the borders of Rancho Grande and El Cuá, and with the municipality of Tuma La Dalia, mostly due to externalities as unfiltered water from coffee processing that was polluting the river. At our meeting, discussions about points of conflict were not the main focus of the dialogue. However, this is something the Initiative Group should consider when dealing with the governance of the buffer zones and core area of Peñas Blancas.

We also met the network RED-GESCOM: a platform of organisations, CATIE Included, intended to become a network for information exchange among agricultural technicians and researchers. It involves people from Jinotega, Matagalpa and Managua. CATIE provides financial support, but the network is led by a different organisation. This network is still in the early stages, and it was not clear to the evaluators just how information is disseminated to farmers. MAP Norway should guarantee that this network provides useful information to end users: the farmers.

### 2.3.3 Results: Trifinio

CATIE's CST concept is explained in section 3 of this report. Briefly the idea is to approach development within specific 'geographic and social settings improving welfare of the whole population (inclusive) optimising land use (eco-systemic services), mitigation and adaptation to climate change'. CATIE has worked in the Trifinio Territory for more than a decade with various projects and programmes, developing extensive partnerships. These platforms have been exposed to this new development concept; and getting it adopted is a key goal of MAP Norway.

Several platforms exist for collaboration among a diverse range of institutions in the territory. The most important partner for MAP Norway is the Tri-national Commission of the Trifinio Plan (CTPT), the coordination institution for the tri-national agreement. In fact, CTPT has adopted the work approaches of MAP Norway work to such degree that MAP Norway is included as their own programme, under the name *MAP Trifinio* (although means some double counting, since same programme is reported as 'outcomes' by two organisations). CTPT has now expressed interest in changing the approach from 'project' to 'programme'.

The Trifinio Territory is made up of 45 municipalities. These are led by mayors elected for terms of varying length, and by a council, also elected by popular vote. Political 'pressures' and lack of transparency sometimes affect their capacity to operate projects/programmes efficiently. Several municipalities have jointly established technical offices called *mancomunidades* to seek financing and political influence, as well as to overcome the political challenges. Most *mancomunidades* operate within each country, but there exists one formed by 23 municipalities of the

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three countries (*Mancomunidad Trinacional Trifinio*). CATIE develops partnerships with these organisations as its main strategy for sustainability and upscaling results.

The evaluation team visited four *mancomunidades*. Three of them have been formed by neighbouring municipalities (geographic criteria); one has added the cultural concept (the Maya Chortí indigenous group) and the fourth one is composed of municipalities of the three countries. They all employ the CST concept in their planning, and have adopted FFS, STBFs methodologies. The number and complexity of projects vary depending on organisational development. The team observed improvements such as curriculum development for FFS and STBFs, new FFS (literacy work), to include MAP Norway FFS, STBFs and CST within high school programmes. One *mancomunidad* has even partnered with CATIE for fund-raising through a project bid.

Local universities and other educational institutions are natural allies of CATIE. MAP Norway is working with the University Centre of the West (CUNORI, acronym in Spanish); and the regional branch of the most prestigious university of Guatemala, San Carlos University, became a strategic partner. Activities developed jointly include:

- A germplasm bank has been established to store and distribute improved and indigenous plant genetic material
- A university expert advises the project on poultry as an alternative for food security
- FFS and STBFs have been adopted by CUNORI within their extension programmes
- A joint CUNORI/MAP Norway CST observatory has been established with the Tri-national Commission of the Trifinio Plan (CTPI) within their information system (SINTET).
- Joint research activities have been conducted with CUNORI.

## 2.4 Scaling out (R5)

### 2.4.1 Methodology

MAP Norway's main contribution in research and studies is to produce new knowledge and methodologies on how to reach CST objectives efficiently. By collaborating with other organisations in R4, MAP can disseminate its approaches to others through close cooperation. The R5 is similarly scaling up, without continuous follow-up from MAP Norway itself. In theory, such upscaling may occur at any level of society. If neighbours of FFS participants observe and copy their practices, that would be regarded R5.

CATIE addresses scaling-up through two main ways: first by getting academic and education units like universities to apply the CST methodology of work, knowledge and values. This normally involves the national and department level, and hence creating a duality as regards attribution to R4 and R5. The other main channel of influence and transfer of CST methodology involves government institutions. In the most successful cases MAP Norway has been invited to take part in their strategic planning and further work.

Programme theory: Using MAP Norway human resources and financial capital (input) in lobbying national-level educational and regional institutions (activity) achieves interaction (output); and these institutions then apply the CST methodology and ideology (outcome), and can promote CST objectives in society (impact).

### 2.4.2 Results: Nicaragua

So far, CATIE has managed to integrate the CST approach as part of the research agenda of the Autonomous National University Regional Faculty (UNAM-FAREN) and the National Agricultural University (UNA). Work on five master-degree theses from MAP Norway has been conducted in NicaCentral related to core problems. MAP Norway has also implemented two specialised courses in coffee and cocoa used as part of the scaling-out strategy.

MAP Norway and Bioversity International have a cooperation agreement. Within this agreement they formulated a research proposal to USAID that received funding is now being implemented jointly by both organisations in the two territories. In addition, CATIE has a cooperation agreement with CCAAF, and now it is considered a strategic partner by this CGIAR programme. Biodiversity, CCAFS, and MAP Norway are jointly developing applied research in basic grains and agricultural practices in NicaCentral and Trifinio. Other 2<sup>nd</sup> degree farming cooperatives and donors have been targeted.

MAP Norway also has interaction with government institutions. At the national level, only CATIE, CIAT, CRS and IICA have been invited to participate in these governmental efforts. As CATIE/MAP, CATIE participates in the regional units (CRIA VI Región Matagalpa).

Map Norway has been invited to participate as observer in the national council of the National System of Agricultural Investigation (SINIA in Spanish), and the regional units (CRIAs), research centres (NITs) and research model farms (FIT). SINIA joins universities, research institutes such as CATIE, farmer organisations and all interested actors related to agricultural research and innovation. The system was created in 2013, so it is new and its regional-level operational model is still in the test period. To the assessment team, it seemed that the system still has a long way to go in order to work effectively in regional planning and actions. This is an arena where MAP Norway can contribute with CST methodologies, but getting CST included in SINIA strategic plans requires votes and not just voice. CATIE as member has a voice but not a vote in such decision-making organs. Furthermore, activity within the SINIA system is currently rather low in NicaCentral, according to CATIE technical staff.

### 2.4.3 Results: Trifinio

In Trifinio territory, MAP Norway's success in transferring the CST concept and associated methodologies to its partners is the result of a combination of MAP Norway work and efforts from previous CATIE projects. During the past decade, FFS have been used by CATIE in Guatemala and Honduras; STBFs come from MAP 1, but CST is a relatively new concept in CATIE, first



applied by MAP Norway. CST was included within the CATIE 2013–2022 Strategic Plan, and MAP Norway used the concept in its design.

CST scaling out was observed through institutions in all three countries. Some examples taken from the MAP Norway M&E 2014 monitoring report and field observations:

- The Ministry of Agriculture of El Salvador (MAG) has included four CST principles (territorial governance, gender inclusion, sustainable food, water and energy security, and climate change risk) in its 2015 Family Agriculture Programme and the Environmental Strategy.
- ASORECH (Guatemala) and CONICHH (Honduras), two indigenous farmer organisations, mention the principle of CST ‘Sustainable food, water and energy security’ in their statutes, and this is a component of their projects/activities.
- All organisations integrate ‘gender equality and inclusion’ (Principle 2 of CST).
- The Tri-national Commission of the Trifinio Plan (CTPT) and the Tri-national Mancomunidad Trifinio Río Lempa, with many years of close interaction with CATIE, have adopted all CST concepts. CTPT operates its own MAP (same name as the CATIE Norway Programme).
- CUNORI, the regional branch of the San Carlos University (Guatemala), uses principles of territorial governance, sustainable food, water and energy security and risk associated with climate change.

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## 3 Cross-cutting

### 3.1 Programme document

The MAP Norway programme planning document submitted to the Norwegian Embassy in Guatemala in 2013 was rewarded with the NOK equivalent of USD 10 million from the Norwegian Development Cooperation budget. The MAP document describes the CST concept in a reasonably clear way, as well as explaining the main issues to be addressed and related methodologies applied in the field. However, the logical framework, or programme theory, is less clear, as it does not employ the accepted OECD DAC terminology of causal mechanisms from *input, activity, output, outcome* to *impact* in a consistent manner. However, the Norwegian development authorities generally seem to accept such discrepancies in the use of 'local' terminology by the applying institution, rather than insisting that applicants employ the specific OECD DAC terminology. Unofficially, it is seen as better for local institutions formulate applications themselves, instead of subcontracting special consultants to ensure standardisation. In this case, the application was prepared with inputs from a consultant recommended and contracted by NORAD; but CATIE of course retains full intellectual property rights and responsibility for the final product.

All the same, we would strongly urge CATIE as an institution to employ the official OECD DAC terminology in order to make the causal mechanisms clear to all participants, and not least check the consistency of programme design against expected mechanisms in the field.

The use of the terms 'Results 1 to 5' to describe different layers of society can also be somewhat confusing for programme outsiders,

as such terminology is normally applied to realisations at stage in the OECD DAC logical framework. However, MAP Norway has pointed out that CATIE normally employs this classification/breakdown, so it is readily understood by the staff. More importantly, however, the concept of Climate Smart Territories is not clearly defined in the project proposal; we also found that MAP Norway itself and its partners are confused about the scope of CST concept. Various definitions and understandings exist, and as such can be a source of misunderstandings that might reduce the effectiveness of planning and implementation. However, it seems that CATIE, through discussions of the diffuse concept, has reached a common understanding which we have interpreted as follows: CST applies to a geographically restricted region where MAP Norway has defined living standard objectives (i) – (v), and CST methodologies are applied to give such promote a more inclusive and climate-smart ‘environmentally sound’ development.

The programme document identifies assumptions and risks in the tabulated logical framework for the corresponding output or outcome level. These seem reasonable and relevant, but there is no open discussion of the major risk of reduced financing compared to plan, or how to deal with such a situation. CATIE had requested that the funding should be given in USD, but the Norwegian Embassy supplied it in Norwegian kroner (NOK). CATIE tried, but could not find any other useful hedging mechanism. The NOK has been devaluated by around 30% compared to USD, which can be said to be more or less stable compared to the situation for local currencies in Central America, but it cut the available total budget by some 30%. Even worse, the Norwegian government has recently announced it will cut transfers to Central America in order to deal with the current refugee crisis in Norway. The latest signal from the Norwegian Embassy is that there will be cuts in existing grants to MAP Norway in 2016.

Work on the gender issue is implemented as indicated in the programme document. In the field we observed that women took active part in FFS and some organisations, but there remain some arenas where women have no role. For example due to lack of land rights, they cannot become formal members of most farming cooperatives. However, they have been included in FFS, and MAP Norway has also supported alternative all-women’s initiatives in

cases that did not require access to much land, like plant nurseries. The only deep gender problem the team discovered was gender imbalance in the recruitment of FFS facilitators. Few women applied, because of the security problems of travelling alone in the countryside. This problem is difficult to solve without incurring huge costs.

The programme document formulated 'objectives' of involving a certain number of farms, organisations, governance platforms and scaling out (which differ from our formulations of the five CST objectives describing outcome and impacts). It appears that MAP Norway will reach and even exceed proposed targets, if financing can continued as planned. The exception are governance platforms and scaling out – concretely in Nicaragua, where government operational modalities make effective and practical collaboration difficult for CATIE.

## 3.2 Planning

Planning and execution of MAP Norway activities are transparent and seemingly effective. The following description builds mainly on interviews with MAP Norway regional directors, as the evaluation team did not have the time or resources for an in-depth institutional examination. The annual process starts with the formulation of Annual Operation Plan (AOP). Those responsible for each result level in each territory and the expert at CATIE headquarters define their goals for that year; thereafter, the inputs from each team are adapted into separate territorial plans in line with available resources and the priorities of the territorial director. The two territorial plans are then submitted, as one comprehensive plan, to the MAP Norway Director and CATIE leadership in Turrialba for approval. The AOP with annual budget is then submitted to the Embassy of Norway for final approval.

The process leaves considerable power of project definition at the territorial level, which seems reasonable, given the highly differing natural, socio-economic and institutional settings. However, coordination and coherence, and not least learning, between the two territories seems well secured, thanks to long-term collaboration between the two territory coordinators, who have both worked for CATIE for more than a decade.

### 3.3 Finances

Finances are mostly managed by the national office in Nicaragua in close coordination with the NicaCentral office in Matagalpa. The territory coordinator at Trifinio has more responsibility because of the complexity of working with the three different national offices of Honduras, Guatemala and El Salvador.

The AOP presents budget lines by territory, result level and activity. For NicaCentral the money is then transferred to the national office in Nicaragua; there is a similar arrangement for Trifinio using the CATIE national office in Guatemala as the counterpart, for salaries and administration of partner contracts involving more than USD 2500. Both territories manage a budget of USD 20 000 for direct field activities. The territory coordinator is the one to sign agreements with partners, but is not allowed to sign cheques for above USD 2500: larger sums must be approved and transferred from the national office. Transfer of money to partners requires explicitly signed legal agreements. Current expenses on minor purchases are refunded ex-post payment of the territorial organisation, which has a small bank account for these purposes.

The procurement of goods and services by MAP Norway follows CATIE's general guidelines. CATIE operates with open calls for bids or closed auctions on the market, and evaluates the various incoming bids to ensure contracting the most cost-efficient partner.

The team considers the financial system efficient, operating without large transaction costs or unnecessary time between requested need to execution of transfer.

### 3.4 Administration

The territorial offices are responsible for project management. Each office has some 10–12 technical personnel employed directly by CATIE headquarters as legal unit, although the employment contracts apply only to the execution of given projects.

Responsibilities for the execution of activities are divided along the Result levels 1–5, as there is normally a direct mapping between

type of activity and impact level in society. The exceptions here are family (R1) and farm (R2) level, which are supported by the same activities of FFS and ATA. The result level responsible from each territory and the corresponding expert at CATIE headquarters coordinate and develop the design and execution of actual activities and methodology at that level. Furthermore, each technician made responsible for following a specific sub-region of the territory. In addition, CATIE staff-members have specialised tasks like financial handling, accounting and monitoring in the more administrative part of the organisation.

The system secures territorial independence for efficient execution of tasks. To the evaluation team it seemed that all employees knew their roles and tasks; CATIE has designated explicit individuals to handle all parts of the operation.

## 3.5 Monitoring and evaluation

### 3.5.1 Monitoring

*Financial:* Both financial and technical monitoring of MAP Norway follow standardised CATIE procedures. There are two financial audits a year, one internal and one external, the latter forwarded to the Norwegian Embassy. The territorial office delivers monthly financial reports to CATIE main office.

Examination of external audit reports from 2013 and 2014 shows no special remarks in the management letters. CATIE seems to be executing most of the allocated budgets for each period as planned.

*Technical:* Technical monitoring of project execution is rather detailed at all levels, as all activities must to be documented, with detailed lists of participants and programme information. For all interaction with farmers, FFS and STBF facilitators submit lists – with date, programme title, and names of participants – to an M&E person in the territory office. These operational statistics are summarised in quarterly reports that are sent to MAP Norway leader to the headquarters in Turrialba. More important for internal control is that the facilitators must send (electronically) to the territorial all home garden and farm plans that have been

elaborated with farmers. MAP Norway technicians are kept informed about progress in the field and can analyse the information supplied, to make the FFS Programme more relevant for the actual needs of local farmers. By having all information available in one ICT system, MAP Norway is able to maintain instant control of ongoing activities. The same system of immediate reporting applies to the other four results levels as well.

### 3.5.2 Evaluation

In 2013, MAP Norway conducted an elaborated baseline survey with selected households and organisations in both territories, to collect data on their characteristics as well as behaviour sought influenced by MAP Norway in order to reach CST objectives. In 2015, MAP Norway followed up with a second survey round with the same units, to be able to analyse the effects of activities. On both occasions a separate team of enumerators was contracted, to ensure independence and trustworthy collection of information. This effort encountered certain challenges, especially in the baseline in Nicaragua, as the approached organisations, with affiliated farmers, later withdraw from the project. There had been 296 randomly chosen household in the NicaCentral baseline and 248 in Trifinio. In 2015 only 138 remained in NicaCentral; attrition was less in Trifinio, where 194 were interviewed.

The results of both survey rounds and the analysis of changes have been published in a MAP Norway report of 31 October 2015 on the progress of direct outcome indicators. The analysis demonstrates satisfactory progress, as most indicators of outcome – diversification of crops and food consumption, environmental friendly methodologies implemented, etc. – show good progress. MAP Norway applied random sampling of participants in NicaCentral but not in Trifinio. However, it is not possible to attribute the change to the intervention directly, as observed changes might be the result of other causal mechanisms. MAP Norway tends to attribute the effect to the intervention for positive development, while citing non-project explanations (e.g. drought) if the indicator moves in the wrong direction. On the other hand, MAP Norway also identifies external factor explanations, like renewed interest in a territorial approach, for positive development in indicators.

According to MAP Norway, household participants in NicaCentral were chosen at random but not in Trifinio. This implies that changes in indicator values in the latter group are not necessarily representative of the entire target population. More importantly, MAP Norway did not collect data on organisations and households that did not participate in the programme, to contrast with those involved in MAP Norway activities. Hence, the measured effects are only indicative and probably not sufficient proof if CATIE intends to publish their analyses in peer-reviewed academic journals – an unfortunate lost opportunity for this applied research institution. The explanation given was resistance in the organisations to random selection of FFS participants in Trifinio: CATIE and the donor decided not to challenge this position. MAP Norway decided not to use reference groups.

This statistical material is still of interest, as it gives exact figures for expected outcomes of MAP Norway. The survey questionnaire seems reasonably designed, as the chosen indicators do measure important dimension of the five CST objectives. However, such indicators must still be interpreted within their specific context. For example, large numbers of participants now have a more diversified diet as the range of food items has expanded. This might simply reflect the fact that FFS planted more crops, whereas actual volumes might be negligible without any real impact on household health – which is what is needed to conclude that CST objective (ii) is reasonably satisfied. Some important dimensions are completely lacking: there are for example no indicators for the general emancipation of women even though gender equality is an important dimension of MAP Norway. However, the impact of women in decision-making, at household and organisation level, is measured. The gender balance shows considerable and significant progress for some indicators, but there are unfortunately also large unexplained negative changes that might reflect differences in data collection between the 2013 baseline study and the 2015 follow-up, calling into question the analytical value of these indicators.

Some impacts – among them, *adaptive capacity, gender balance in decision-making, and increase in ecosystem services* – need more concrete academic analysis and quantification in order to offer accurate reporting to the Norwegian Embassy and other donors.



## 4 Challenges and Recommendations

### 4.1 Nicaragua

#### 4.1.1 Households (R1) and farms (R2)

MAP Norway was often not able to involve the most vulnerable individuals in activities and organisations in Nicaragua. There have been challenges regarding the selection of farmers by local cooperatives: power relations are always a factor to bear in mind. That being said, farmers and most vulnerable should be anchored in farmer organisations and cooperatives. Central and units of cooperatives have a social responsibility for providing services to them, and they will be better off than if they remain isolated without access to any services. This poses challenges, since many of these people do not have the land or resources needed to become members of business-oriented organisations such as farmer cooperatives and centrals.

#### 4.1.2 Organisations (R3)

MAP Norway should not lose focus, but should concentrate on the support of organisations for vulnerable farmers as end-users of its technological innovations and interventions. However, these individuals might be reached in a strategically and more efficient manner. Building up weak farmer organisations to become stronger will take more than two years. MAP Norway should therefore invest in creating conditions among stronger cooperatives, unions and centrals, to enable them to provide institutional strengthening to weak cooperatives, as well as

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technical assistance and market opportunities to most vulnerable farmers. This can create relationships that will last longer than the lifespan of MAP Norway as such. Local facilitators are essential for reaching families and farms, so MAP Norway should work on sustainability issues related to this crucial category of staff.

#### 4.1.3 Governance territory (R4)

CST objectives and methodologies are intended to be implemented, through household-farm interventions, with good results on farms. However, mainstreaming the CST approach from above is not enough: there is a need for proper legal tools and mandates to operate on a macro-scale. Understanding this situation, MAP Norway in NicaCentral decided to mainstream its CST approach in smaller and more operative units, such as the Peñas Blancas Massif, with legally defined boundaries – indicating that institutional cooperation is possible.

There exists a government management plan for the Peñas Blancas Massif, but it is difficult to make this operational, as those responsible lack human as well as financial resources. The Initiative Group needs clear roles, although governance is done in a voluntary basis. The challenge for MAP Norway in NicaCentral is to contribute to the creation of proper funding and management mechanisms that can make the Initiative Group of Peñas Blancas operational in the mid-term.

MAP Norway should assess the true cost of intervention, as well as its capacity to support the organisation for the necessary length of time, before embarking on the complex process of constructing a platform for institutional cooperation. Withdrawal of CATIE staff and financial support will probably mean disintegration of weak and unsustainable groups. With only two years available, it is difficult to run and create sustainability conditions for all possible collaborative platforms and scaling-out initiatives. The end-result should be clearly defined now, not during process; the path of change should be discussed with the main actors involved, including concrete results and milestones, to ensure sustainability of activities when MAP Norway has left the scene.

#### 4.1.4 Scaling out (R5)

Nicaragua's Sandinista government is fairly centralised and not particularly transparent, with a tendency to prefer top-down decision-making. Such a centralised governance system is a political choice that has been accepted by the people in free and open elections – and this which might be rational, given the political, economic and institutional realities of the country today. However, it represents a challenge for CATIE, as a declared neutral academic and research institution, when it is to operate with a government that lacks clear rules for transparent and participatory process with regard to decision-making involving independent academic and research institutes. It comes as no surprise that MAP Norway has difficulties in participating actively on balanced collaborative terms with Nicaraguan government institutions.

Generally speaking, the Nicaraguan government limits direct collaboration with international institutions, civil society or other actors not regarded as government institutions. It demands the right to coordinate their efforts directly and in some cases even channel their financial budget through governmental institutions. It is unclear whether this applies only to funds that in the end are loans to the state fund, for example from multilateral organisations, or also includes projects that are totally funded from private and/or international governments.

International agencies find it difficult to trust government counterparts, as the political system is not transparent and is vulnerable to unexpected decisions at higher political levels within this centralised government structure. Because of this policy, all United Nations projects have left the country; Germany is moving out, and eventually many others will follow. There will be greater challenges to civil society organisations supported by international government cooperation, making it difficult for international government to operate development projects with research and civil society institutions. We recommend that that MAP Norway reconsider its approach, in light of these current difficulties.

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## 4.2 Trifinio

### 4.2.1 Family and farm

There has been an impressive evolution regarding previous FFSs designed for specific products – e.g. FFS adapted to livestock – to FFS dealing with several production systems (many crops and animal species, family consumption and cash crops, agroforestry systems), and from FFS dealing with one subject (livestock production), to multi-subject FFS (agriculture, gender, food security, hygiene, water and energy savings). Various CATIE projects have used and modified the methodology to adapt it to the complex livelihood circumstances of poor small Central American farmers. This is, with no doubt, a very valuable accomplishment.

However, a major problem with this complex new FFS methodology is **cost**. Training facilitators is not easy, training periods per FFS are lengthy (12 to 18 months, each training session lasting 3 to 4 hours) and require experts from different backgrounds to develop learning materials. During MAP Norway implementation in Trifinio, more than 1000 producers have benefited from FFSs and many more from other partner organisations, but this has been an expensive process. Trained facilitators must be absorbed by local organisations, and local expertise on developing training materials must be encouraged. According to the Project's M&E report, FFS is the methodology with the highest adoption rate on MAP Norway (scaling out successful). This is good news; monitoring must continue for the remainder of the programme period.

The evaluation team noticed that facilitators develop close relationships with producers, and TA is very important for adoption. Individual visits allow clarifications and encouragement; various positive comments from producers support this observation.

It is essential to maintain trained facilitators working during the remaining period of MAP Norway. In Trifinio, the evaluation mission met with three groups of facilitators (13 persons) and considers them highly valuable assets; any budget reduction should

look to other lines. If cuts in facilitators are needed, MAP Norway should look to groups where producers are in a better economic situation, as may be the case with commercial coffee or vegetable growers.

#### 4.2.2 Organisations

Training of organisations in STBFs covers various criteria: strategic orientation, organisational structure, management (human resources book-keeping, etc.), services provision and gender equality. Management and capacity to provide services to producers, including access to markets, seemed to be very limited in the organisations visited by the team. The most noticeable improvement as a result of MAP Norway interventions concerned accounting. Part-time or full-time accountants had been incorporated, probably as a result of their training and follow up. Gender equality was also observed. In all organisations studied, there was no hired management, and the President of the Board acted as the daily decision-maker, probably due to costs. Training of board members is recommended!

Improving the administrative capacity of board members (more training and BTA) and identifying small (low-investment) changes (e.g. computer and/or software for accounting or billing) appears to be the route to follow from now on.

#### 4.2.3 Governance territory and scaling out

CST and its macro-level adoption are highly dependent on the presence of regulatory norms, government management systems and institutions. Therefore, from the creation of the territory, the macro-framework should be clear. This highlights the differences between Trifinio and NicaCentral. Trifinio welcomed MAP, and had the legal frameworks and normative arrangements in place for governance as a commonwealth territory. By contrast, NicaCentral ended up in open-access governance territory with no recognised governmental rules, and in an institutional setting dominated by hermetic decision-making, quite contrary to the participatory approach required for CST.

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Results are as expected: NicaCentral is struggling with CST macro-governance, whereas Trifinio is moving ahead despite the challenges.

Trifinio territory was defined 28 years ago on the basis of environmental needs: the protection of three very valuable and highly vulnerable watersheds. Such protection is not an easy matter, given the characteristics of the territory:

- large and rapidly growing population of 900,000 inhabitants
- relatively small area, 7,500 km<sup>2</sup>
- composed of 45 municipalities in three different countries.
- agrarian economy, with 70% of the population living in poor rural areas
- Central America, with Trifinio especially prone to drought, is one of the most climate-vulnerable regions in the world.

The CST focus is very useful, as it includes optimisation of land use (more productive agriculture with water and soil protection, eco-systemic services) and mitigation and adaptation to climate change, in order to improve human welfare.

CST adoption in Trifinio is a success story as the concept of CST and use of its principles, criteria and indicators are widespread (language and texts) among MAP Norway partners. Project-executing agencies (*mancomunidades*), long-term CATIE partners, understand and use CST concepts. This is obviously an achievement on the part of MAP Norway, as the CST approach is new to this region.

Extensive training (CST 20 workshops held in Trifinio until 2015), establishment of the CST observatory within the Trifinio information system (SINTET) and the development of communication tools (scientific and popular publications, MAP webpage) have been employed by MAP Norway to promote CST concepts.

However, scaling out CST concepts is a slow process. Within the Trifinio territory we found some examples of

institutions/organisations executing projects with other agencies (local, national or international) using MAP Norway tools included within a CST focus. Some national (mostly government) institution use the CST terminology and, in some cases, methodologies. CATIE's national offices are instrumental in this. One example is an extension project executed in Guatemala by CATIE (local office) with the Ministry of Agriculture (MAGA) and financed with Norwegian cooperation (MAGA Norway Project), where CST tools are used in 25 municipalities of three *departamentos* with high poverty levels, presence of indigenous population, and high climatic vulnerability. Some 9000 producers will be trained using FFS and STBFs (MAP scaling out). It would probably be a good idea to continue monitoring scaling out, with emphasis on the Trifinio territory.

### 4.3 General recommendations

The experience of MAP Norway from the two territories of Trifinio and NicaCentral indicates that CATIE faces considerable challenges in promoting speedy process towards the achievement of CST objectives. It should not come as a surprise that eliminating poverty has proven to be one of the most difficult tasks, even in today's world of efficient technology and high levels of knowledge. In some cases, the organisation (and donors) should be satisfied with what is being achieved; in other areas, CATIE might change project methodologies or even the strategy for institutions as such.

Here we summarise some general challenges that may have consequences for several result levels simultaneously. We also indicate some possible solutions.

**More use of social science:** CATIE is originally directed towards agriculture, training and employing technical expertise. The CST approach is holistic, aimed at changing people's perceptions and preferences, as well as influencing institutions and society in general. Such effort requires in-depth familiarity with the subjects and processes involved: and this is most readily available within the field of the social sciences. Anthropologists and sociologists are well-acquainted with the cultural features of food consumption and gender; organisational experts know how to make base

organisations work, political scientists how to get institutions to collaborate or influence governments. The evaluation team found that technical agronomists dominate the two territorial teams, even though the leader of MAP Norway is an economist. If such holistic Programmes as MAP Norway are to be conducted in the future, the strategy should be revised and a truly interdisciplinary approach sought, by employing more people from the social sciences. We encourage the leadership of CATIE to acknowledge the complexity of the challenges at hand.

In order to make process successful, this integral approach should also be reflected in the student programme and not least research projects. Today, most master degree projects and studies connected to MAP Norway are still basically technical, concerning on agronomic issues. MAP Norway has underscored that it will planned for six master students on territorial issues in 2016. We found one social science master's thesis in the MAGA Norway Programme of Guatemala that might serve as an example for MAP Norway. The candidate documented how different organisations had unknowingly duplicated their efforts on the same households and organisations. This disclosure illustrated the need for cooperation, and made the municipalities, government institutions and NGOs in that territory more willing to work in cooperate platforms to coordinate their efforts.

**Reaching the poorest:** Norwegian development aid is intended to target the poorest and most vulnerable populations. Small-scale farmers may be poor, but are not necessarily the poorest segments of the population. We found that large parts of the rural population in both countries did not possess land, but were working as contracted day-labourers in the agricultural sector, either for large-scale landowners or the same small-scale farmers who are members of organisations connected to MAP Norway. Academic studies have shown that the semi-poor often exploit their less fortunate counterparts more harshly than do the richer elite, although we had neither the time nor the resources to document such effects on our fieldtrip. Labourers might more easily organise to demand better pay and treatment in larger businesses, while higher profitability also improves their conditions due to the efficiency wage effect. Ironically, more egalitarian distribution of land that leads to small-scale agriculture might be a



disadvantage for the poor landless, compared to an unequal distribution with larger but more profitable farms.

The rural population are not necessary ‘farmers’ in the sense of being independent risk-managing entrepreneurs. Day-labourers do not necessarily possess the knowledge or entrepreneurial spirit needed to become successful farmers. We visited a former jointly-owned cooperative in Nicaragua where the land had been split into similar plots and then distributed to the workers. Now, 10 years later, due to internal dynamics, many have sold their land to other community members. The result has been the creation of a highly unequal local society – not a society of equals.

MAP Norway is well aware of the problem and has tried to include the landless poor in several ways, without really succeeding. However, they are invited to community gardens and commercial initiatives like nurseries – but the very poor often drop out, for various reasons. We recommend that FFS try harder to extend such group activities, designing them in ways that can make the very poor interested and able to participate. MAP Norway might, by experimentation, find a successful design for such interventions. Another possible approach is through improving profitability of producers, so that they become able to pay more. However, that link might be weak, as the equilibrium wage is often set by local supply. The parallel to the existing *gender capsule* would be a *labour-hire capsule* to be included in FFS, pointing out the moral aspects of contracting poor people and thereby influencing the behaviour of small-scale farmers. Another alternative would be to make organisations aware of the problem and then require certain kinds of behaviour from their members – or perhaps introduce ‘good conduct’ certification, although could prove difficult due to the high costs of trustworthy implementation. Mature cooperatives working with organic /ecological coffee or cocoa production have already taken some steps towards better labour management systems. This experience should be used and further disseminated to farmers as well as their organisations.

**Helping youth:** Poverty is often inherited through generations. The choices made by parents do not necessarily benefit their offspring, even despite the best intentions. On farm visits we met families who brought along their small children to harvest the coffee – ‘to help their mothers’. Similarly there are young adults

who are persuaded to help their parents to develop a family farm that cannot feed more households, rather than seeking their own future in other sectors or clearing land in other parts of the country to build their own future. Through FFS and other interventions, MAP Norway might be creating unrealistic expectations of a better future. We also found that young well-educated FFS facilitators did not have access to land, although they would make capable farmers. Lack of capital and rising market prices are the main reasons for not being able to get land. MAP Norway has no interventions for dealing with the problem of channelling the land to the most capable and efficient young farmers, which might lead to less poverty in the future. There are some experiences, rather few, where young people have been the engines of cooperative development. The results are positive among families and leadership. CATIE should learn from such cases, examining the success factors and necessary conditions. The economist James Robinson, well-known for his *Why nations fail* engaged in a lengthy and heated public discussion on land restitution and land reform in Colombia by arguing that society should stop financing small-scale agriculture and instead put resources into educating the rural youth for urban relevant labour and migration. MAP Norway should also consider whether assistance to small-scale agriculture is really helping the new generation. On the other hand, FAO and various research institutes (see for example the work of IFPRI's Peter Hazell) have recently been supporting the development of family farming, recognising its important contribution to poverty reduction, improved food security and help in mitigating climate change through the adoption of climate-smart practices. CATIE and MAP Norway could contribute in this debate on whether supporting small-scale agriculture is an efficient strategy for poverty alleviation, by accurately measuring impacts of their interventions, and then comparing the results to the impacts of other interventions in the area.

**Local elite capture:** We found several beneficiaries of MAP Norway interventions who were clearly too wealthy and developed to be considered rightful recipients of development aid, like farmers with 40 ha. of land and large production. However, such instances should be considered as individual mistakes, and not as representative of MAP Norway interventions. However, quite a

few farmers and farmer organisations fall into a 'grey' area. MAP Norway's monitoring system has shown that, among the families participating, 15% are landless, 23% have 0.1–1.9 ha. of land, 29% 2.0–4.9 ha., 15% 5–10 ha., and 16% more than 10 ha. Visited farmers with land worth USD 115,000 USD/ha should, almost by definition, be considered 'non-poor'. These households could live comfortably off the bank interest if they sold the land and put the money in a bank account. Similarly in Honduras for land well-suited for vegetable production with market price of land reaching 22,000 USD/ha. Any policy that increases the profitability for small-scale farmers will, ironically, lead to higher market prices for land and not necessarily a better life for young people seeking their future within agriculture.

Another element of elite capture is found at the organisational level. The evaluation team came across several organisations in all countries who explained proudly how they were able to invest in production infrastructure gradually, as they got grants from international donors. The donor idea of initial subsidies sparking own efforts was not their perception of 'development'. We also found one clear example where the leadership was concentrated to an economically comfortable family, as well as similar tendencies in other organisations. Does this reflect natural leadership and idealism as regards other members – or the de facto appropriation (or creation) of the organisation for private gains? That is difficult to measure, but MAP Norway should keep an eye on how such organisations develop.

**Risk of misuse of CATIE prestige for political purposes and fund-raising:** When MAP Norway becomes involved in close collaboration with other institutions and partners in platforms, they are soon involved in negotiations to subscribe to a common view of commercial, political and ideological character, in several ways: (a) to contribute technically to applications to projects they do not consider viable but still possible to obtain funds. Here a possible candidate is the EU project to decentralise building application approvals in Trifinio despite the differing institutional realities that in fact make such transfer possible only in El Salvador – probably not a surprise to insiders, but EU chose to fund the project; (b) MAP Norway has also felt the pressure to supply FFS to all municipalities participating in a *mancomunidad* of El Salvador even though this would spread their resources out in an inefficient

manner; (c) MAP Norway maintains close contact with several *mancomunidades* through small transfers that guarantee they will take part in projects without being formally declared as a partner in joint applications. This opens for interaction and discussions that might lead the *mancomunidad* to scale up CST methodology in successful applications even if CATIE is not involved in actual project execution. Simply assisting the application process has proven an efficient scaling-up strategy in Trifinio. (d)

Environmental concerns are often an ideological issue, and not objective science. Platform partners will soon try to get members to make a common stand in debated development projects. The Initiative Group for the Peñas Blancas Massif, with MAP Norway, took a stand against the establishment of a mine in Rancho Grande, even though such large-scale natural resource projects are political decisions, as the economic development potential for the whole nation is huge. There is no reason why CATIE should take a stand on such matters, but it might be forced to take part in the conflict, directly or indirectly, to maintain good working relations with the platform.

**More cross-country learning:** Especially at institutional level is it a good idea to bring people from less successful areas to more successful ones. One example would be territorial coordination of a *mancomunidad* in a coordinated application for large-scale support. However, seems that the success of a *mancomunidad* depends on the institutions set up for each of the countries. The Mancomunidad Trifinio Rio Lempa has managed successful implementation of a policy on solid wastes, but not decentralisation of public certifications, where only El Salvador was successful. However, the basic idea of creating a technocratic bureaucracy level uniting municipalities that first apply for international funds independent of political forces is a good one, and when proven to be non-corrupt and efficient, one can start to lobby for decentralisation of public services to this level. The negative side is, however, the creation of even more *mancomunidades* at different levels that include the same municipality members and rely on the same international funding.

**Are applied research institutes competitive in project execution?** CATIE is a high-ranking academic institution known for the quality of its products. However, the price of implementing development projects is rather high. MAP Norway assesses the

marginal costs for each family FFS participation to be USD 220–280, although this figure is difficult to calculate if one also includes FFSs with MAP Norway methodology copied by other institutions with direct CATIE assistance. The more adaption by others, the lower unit cost.

In addition, considerable parts of the funding are handed over to the administration and research at headquarters. It is questionable whether CATIE is competitive with other NGOs in project delivery, given such high fixed costs and hardly any core funding. A survival strategy might be to extend CATIE's academic input in order to differentiate from other NGOs, thereby making them distinguishable for the donors. Unfortunately, our impression as evaluators is rather the opposite. It seems that MAP Norway has cut back on investigation. Comparing master theses in MAP Norway with those under its predecessor Degraded Pastures 2004–2008, as evaluated by two of the current team members, we find considerably fewer in number and, in our qualitative assessment, less informative, academically relevant analysis. This goes contrary to the increasing need for good analysis to improve project design and prove the added value of CATIE as an academic institution, which in turn should increase donor willingness to fund its activities.

Given the design of MAP Norway as a holistic programme, it should investigate whether the design is appropriate for achieving the stated goals on social dimensions. In our view, more could be done here. Randomised evaluations with appropriate tools developed have also become more prevalent in recent decades, but in MAP Norway they have not been applied due to limited randomisation and lack of reference groups. Norway as a donor is – unfortunately in our view – not in the forefront in advocating randomised interventions, and has not encouraged this approach in MAP Norway.

We consider MAP Norway and CATIE as ideal for such randomised experiments as they combine academia and project execution, making it possible to control for both aspects within the same organisation. This is normally separated between NGOs and universities, with many problems that can be avoided in CATIE. This methodology was spearheaded by Jameel Poverty Action Lab (JAPL) based at Massachusetts Institute of Technology (MIT) in

the academic field of Development Economics. Randomised experiments are now employed throughout the world as the 'gold standard' for developing efficient designs for interventions. As always in academia, alternative methods have differing degrees of analytical values but also moral dimensions, and MAP Norway has indicated that it deliberately chose not to apply reference groups.

## 5 Conclusions and the way forward

The work of MAP Norway in the two territories of NicaCentral in Nicaragua and Trifinio in El Salvador, Guatemala and Honduras should be considered a reasonable success. The two teams, each with a staff of 10 to 15 professionals, are now conducting the programme in a satisfactory manner and are reasonably on their way to achieving with the announced outreach of assisting 5000 farmers and 30 business organisations. Monitoring statistics indicate that the activity levels are according to plan. There are also reasonably good outcomes on the five CST objectives. The evaluators of this mid-term review could observe considerable evidence of progress, such abundant home gardens with nutritious vegetables of all kinds, tree cover in coffee fields, no signs of harmful agrochemicals, and that fruit trees have been planted. However, outcomes could also be quite meagre, as found in the randomly chosen FFS-participating households that were visited. MAP Norway conducted a baseline survey at the start in 2013, followed up with second round in 2015, with a total of 230 household respondents in a survey conducted by an independent team of enumerators. Changes achieved in outcome indicators show considerable progress towards the goals. However, there have also been some setbacks, which MAP Norway in some cases explains as being due to drought and other negative project-external factors.

We found that governance territorial platforms are weak in Nicaragua and need further financing. If CATIE is not sure of being able to follow up over a lengthy period, it should reconsider being the engine of such collaborative efforts which might not prove sustainable. Furthermore, such involvement requires thorough political management skills on the part of CATIE, to

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exert influence effectively and independently. Today CATIE cannot be said to possess such skills.

MAP Norway methodologies have failed to reach the poorest segment of landless casual labour in the countryside. However, these persons are invited to participate in community gardens and commercial initiatives like nurseries – with limited success, as the very poor often drop out, for various reasons. If new FFSs are initiated, we recommend that MAP Norway make greater efforts to extend such group activities and design these in ways that can make the very poor interested and able to participate. Another possible approach is through improving profitability for producers, so that they can pay more and use increase hiring. However, that might prove problematic, as the equilibrium wage is often set by local supply. An FFS ‘labour capsule’, on responsible contracting of day labourers, is one way to influence the behaviour of small-scale farmers. If these measures through production organisations cannot make considerable impact, the donor should reconsider support to small- scale agriculture as a suitable way of assisting these groups, and redirect funding to other initiatives.

CATIE should also reconsider whether the support to the weakest organisations is sustainable. If this is not certain, due to the time and financial constraints involved in supporting grassroots organisations until they reach a mature level, CATIE should consider supporting more mature organisations like 2nd-degree cooperatives that will continue also after MAP Norway has left the scene.

CATIE has used its reputation as a serious partner when initiating collaboration with organisations and other partners, signalling four-year commitments. A scenario with reduced funds from Norway due to changes in the currency exchange rate as well as budget cuts as announced by the Norwegian government would make it impossible for CATIE to continue operations as indicated to their recipient partners. Therefore, MAP Norway should find the best exit strategy that can respond in the most reasonable way to commitments with partners and do minimal harm to CATIE’s reputation. CATIE bears no responsibility and should not be pushed into solutions it does not consider reasonable for its own organisations. However, if CATIE decides to continue some activities and not others, we recommend different solutions by



territory. In Nicaragua we propose that support should continue to mature organisations (R3) that reach farmers efficiently and furthermore have good relations with government institutions, whereas support to governance platforms (R4) and outreach (R5) should be reduced, as MAP Norway has less influence in governance issues in Nicaragua. In Trifinio it is important to maintain close ties with the *mancomunidades* (R4), which have become an important level of public sector administration at the territorial level, characterised by high integrity, efficiency and transparency. Finally, it is of utmost importance to find a way to put to good use the investments made in training FFS facilitators in the territories of NicaCentral in Nicaragua and Trifinio in El Salvador, Guatemala and Honduras.

\* \* \*

*De donde vengo yo, la cosa no es fácil, pero siempre igual  
sobrevivimos*

*Todo mundo toma whiskey, aha  
Todo mundo come pollo, aha  
Todo mundo tiene carro, aha  
Menos nosotros!*

*Todo el mundo quiere irse de aquí, pero nadie lo ha logrado!*

*Chocquibtown with De donde vengo yo ('Where I come from'),  
Latin Grammy winner from Chocó, Colombia (youtube.com)*

# Appendix 1

## 1.1 Mission programme Nicaragua

### Proyecto CATIE MAPNORUEGA

Visitas de campo - Evaluación de medio término  
Equipo evaluador: Henrik Wiig, Rosalba Ortiz, Edwin Pérez  
Gutiérrez

Territorio: NicaCentral, Nicaragua  
18 – 24 noviembre – 2015

Horario: a.m. – p.m.

Hora	Actividad	Lugar	Resultado	Responsable
<b>Miércoles, 18 de noviembre</b>				
08:30 – 11:00	Traslado Managua - Matagalpa; registro en Hotel	Hotel San Thomas		Amílcar Aguilar
02:00 – 05:00	Reunión introdutoria con equipo NICACENTRA L y representante de OTN Nicaragua	Oficina MAPNoruega en Matagalpa	Conocer al personal de MAPN en NicaCentral; como se encuentra organizado el equipo para la implementación del proyecto; compartir elementos del contexto nacional y local	Todo el equipo NICACENTR AL

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
	Pernocta en Matagalpa (Hotel San Thomas)			Rubí Castro
<b>Jueves, 19 de noviembre</b>				
06:00 - 09:00	Traslado de Matagalpa a Peñas Blancas (desayuno en camino, Tuma – La Dalia)	La Dalia	Recorrido aproximado de 75 Km.; tiempo efectivo dos horas y media, más 30 minutos de desayuno	Oscar Matus
09:00 - 12:30	Conversatorio con grupo impulsor de territorio Peñas Blancas	El CEN	Conocer el territorio propuesto para desarrollar el TCI en Nicaragua (Peñas Blancas); Dialogar con representantes de gobiernos municipales, instituciones públicas, centros de investigación y plataformas locales que están articulando esfuerzos para la gestión territorial con el enfoque TCI de Peñas Blancas	Oscar Matus
12:30 - 01:30	Almuerzo	El CEN		
01:30 - 03:30	Dialogo con plataforma seleccionada por misión evaluadora (CAM – El Cuá)	El Cuá	Dialogar con actores de la gestión territorial que no están evolucionando de la manera más deseable para la construcción del TCI.	Oscar Matus

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
04:00 - 05:30	Traslado a la ciudad de Jinotega, Pernocta en Hotel Café			Raúl Gutierrez; Mirna Barrios
<b>Viernes, 20 de noviembre</b>				
07:00 - 07:45	Desayuno en Hotel Café	Jinotega		Mirna Barrios
07:45 - 08:30	Traslado Jinotega – Corinto Finca	Corinto Finca		Mirna Barrios
08:30 - 11:30	Visita familia anfitriona Gloria Maria González seleccionada por el proyecto, más 2 - 3 familias participantes de las ECAs	Corinto Finca	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor relevantes para su bienestar	Personal facilitador SOPPEXCCA y familias Mirna Barrios
11:30 - 11:35	Traslado a familia elegida por misión evaluadora Maura Lila Salgado		5 minutos de traslado	Mirna Barrios
11:35 –	Visita a familia de Maura Lila	Corinto Finca o Pueblo	Conocer casos contrastantes y discutir	Personal Facilitador

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
01:00	Salgado elegida por misión evaluadora en la comunidad de El Raicero	Nuevo	con familias que han participado en las acciones del proyecto pero que aún no muestran avances muy significativos en su unidad productiva (patio / finca)	FUNJIDES y familias
01:00 - 02:00	Almuerzo	Corinto Finca	Almuerzo en casa de Domingo en Méndez El Gobiado	Mirna Barrios
02:00-02:10	Traslado a El Raicero	El Raicero	10 minutos de traslado a segunda familia	Mirna Barrios
02:15 - 03:15	Visita a segunda familia seleccionada por misión evaluadora Horacio Chavarría Centeno		Conocer casos contrastantes y discutir con familias que han participado en las acciones del proyecto pero que aún no muestran avances muy significativos en su unidad productiva (patio / finca)	Personal facilitador SOPPEXCCA y familias
03:15 - 04:15	Regreso a Jinotega	Jinotega		Mirna Barrios
04:15 - 05:45	Visita a organización socia: SOPPEXCCA (revisar temas relacionados con fortalecimiento socio-	Jinotega	Esta organización se desempeña como una unión de cooperativas de segundo nivel; su principal actividad es la caficultura, y puede catalogarse como una organización tipo	Miembros del consejo de administración , gerencia, enlace.

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
	organizativo y empresarial, acciones con familias y masificación)		empresarial avanzado (EA) <sup>1</sup> . Su principales avances: - Provisión interna de servicios organizativos empresariales a dos cooperativas de base - Dispone de un plan estratégico con enfoque de género - Plan de fortalecimiento de capacidades para sus cooperativas de base - Manual de funciones - Monitoreo del plan de institución - Plan de acción con prácticas sostenible con una de sus organizaciones de base (Julio Hernández)	
05:45 - 06:45	Regreso a Matagalpa, Pernocta en Hotel San Thomas	Matagalpa		Mirna Barrios
<b>Sábado, 21 de noviembre</b>				
06:45 - 07:30	Desayuno Hotel San Thomas	Matagalpa		Sayra Taleno
07:30 - 09:00	Traslado a comunidad Aguas Amarillas	El Tuma - La Dalia		Sayra Taleno

<sup>1</sup> Para el trabajo en el resultado tres (R3), las organizaciones con quien se trabaja se han clasificado en tres niveles de desarrollo: Pre Empresariales (PE), Empresarial Intermedio (EI) y Empresarial Avanzado (EA).

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
09:00 - 11:15	Visita familia anfitriona Antonia Valdivia seleccionada por el proyecto, más 2 ó 3 familias participantes de las ECAs	El Tuma - La Dalia	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor relevantes para su bienestar	Sayra Taleno
11:45 - 12:45	Visita a organización socia: COMULACS R.L (revisar temas relacionados con fortalecimiento socio-organizativo y empresarial, acciones con familias)	El Tuma - La Dalia	Es una organización de base que pertenece a una central de cooperativas cafetaleras. Se puede catalogar como una organización tipo pre-empresarial y Nivel empresarial Intermedio. Su principal negocio es la producción de café y sus principales avances son los siguientes: - Actualización de PE - Elaboración e implementación de POA - Asesoría técnica con herramienta para el monitoreo y toma de	Sayra Taleno

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
			decisiones internas. - Actualización de estado financiero y asesoría contable.	
12:45 - 01:45	Almuerzo			
01:00 - 02:30	Visita a primer familia Anastasio Huete Rodríguez seleccionada por misión evaluadora en la comunidad de Yayule	El Tuma - La Dalia	Conocer casos contrastantes y discutir con familias que han participado en las acciones del proyecto pero que aún no muestran avances muy significativos en su unidad productiva (patio / finca).	Sayra Taleno
02:30 - 04:30	Visita a segunda familia Carmelo Hernández Rizo seleccionada por misión evaluadora en la comunidad de Verapaz	El Tuma - La Dalia	Conocer casos contrastantes y discutir con familias que han participado en las acciones del proyecto pero que aún no muestran avances muy significativos en su unidad productiva (patio / finca).	Sayra Taleno
04:30 - 05:30	Traslado a Matagalpa	Matagalpa (Hotel San Thomas)		Sayra Taleno
<b>Lunes, 23 Noviembre</b>				
06:00 - 07:30	Traslado a Matiguas	Matiguás	Desayuno en Lácteos San José, en Matiguas	Amada Olivas
08:30 - 09:30	Traslado a la comunidad Muy Muy Viejo	Muy Muy Viejo	Una hora	Amada Olivas



<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
09:30 - 12:30	Visita familia anfitriona Ena Espinoza Soza y Adrián Soza Castilblanco seleccionada por el proyecto, más 2 ó 3 familias participantes de las ECAs	Matiguás	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor relevantes para su bienestar	Amada Olivas
12:30 - 01:30	Almuerzo	La Patriota	En casa de Yuri Picado	Amada Olivas
01:30 - 03:00	Visita a familia de Maribel Ochoa y José Alberto Sánchez, seleccionada por misión evaluadora en la comunidad	Matiguás	Conocer casos contrastantes y discutir con familias que han participado en las acciones del proyecto pero que aún no muestran avances muy significativos en su unidad productiva (patio / finca).	Amada Olivas
03:00 - 04:00	Regreso a Matiguás	Matiguás		Amada Olivas
04:00 - 06:00	Visita organización socia Cooperativa La Campesina	Matiguás	Es una organización que trabaja principalmente con la producción de cacao. Se puede catalogar	Amada Olivas

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
	(fortalecimiento socio-organizativo y empresarial, acciones con familias y masificación)		como de nivel empresarial avanzado. Sus principales avances: - Actualización de estatutos - Sistema de trazabilidad (en proceso) - Actualización de PE - Búsqueda de nuevos mercados (nacional e internacional) - Apoyo en el desarrollo de mejores prácticas administrativas (gestión y manejo de presupuesto y auditoría) - Apoyo en la elaboración de política de género	
06:00 – 07:30	Traslado a Matagalpa, Pernocta en Hotel San Thomas	Matagalpa		Amada Olivas
<b>Martes, 24 noviembre</b>				
07:00 - 10:00	Traslado al aeropuerto – salida persona de la misión evaluadora junto con Coordinador de NicaCentral hacia Trifinio			Amílcar Aguilar; Rubí Castro
<b>Miércoles, 25 noviembre</b>				
09:30 - 12:00	Reunión de cierre y presentación de informe preliminar			

## 1.2 Mission program Trifinio

### Programa de Visita Misión Evaluadora MAP Territorio Trifinio versión 28.10.2015

Equipo evaluador: Henrik Wiig, Rosalba Ortiz , Edwin Perez Gutierrez

<b>Hora</b>	<b>Actividad</b>	<b>Lugar</b>	<b>Resultado</b>	<b>Responsable</b>
<b>Martes 17. de noviembre, 2015</b>				
Am-pm	Reunión de coordinación con misión evaluadora	Turrialba, CR	Presentación de informe de monitoreo Planificación y organización de visita a territorios.	Leida Mercado Amilcar Aguilar Danilo Padilla
<b>Miércoles 18 de noviembre, 2015</b>				
6.30am	Traslado a San Salvador	San José		Lynn Sandoval
8:30:9:30	Entrevista con Representante de CATIE El Salvador. Ingeniero Modesto Juarez	San Salvador	Intercambio sobre sinergias de las ON CATIE con MAP y acciones realizadas con socios Gubernamentales	Danilo Padilla
9:30:10:30	Reunión con Director de Unidad de políticas del MAG Ing. Jorge Alberto Salinas	San Salvador	Intercambio sobre acciones colaborativas para incorporar el enfoque TCI en instrumentos institucionales	Danilo Padilla Modesto Juarez Cristela Gutierrez
11-12m	Entrevista con Ingeniero Rolando Alberto, Gerente Técnico de la CTPT (Comisión Trinacional del Plan Trifinio)	San Salvador	Intercambio sobre colaboración MAP CTPT, perspectiva de la plataforma trinacional respecto el enfoque TCI	Danilo Padilla Cristela Gutierrez

12-3:00pm	Traslado a Esquipulas, Guatemala, almuerzo en la ruta, tramite migratorio terrestre y registro en hotel	Fronteras entre El Salvador y Guatemala	Traslado y logisitica	Danilo Padilla Nataly Cardona
3:00-5:30pm	Reunión con equipo técnico MAP Trifinio	Esquipulas, Guatemala	Descripción del territorio, Estrategias de trabajo, Revisión de programa de visita de misión evaluadora	Danilo Padilla, Liseth Hernández y equipo técnico
5:30pm	Traslado al hotel	Esquipulas		Danilo Padilla Nataly Cardona
<b>Jueves 19 de noviembre, 2015</b>				
7:00 am	Traslado a Copan Ruinas Honduras, Tramite migratorio terrestre Guatemala-Honduras	Copan Ruinas	Traslado	Danilo Padilla, Liseth Hernández
	Reunión con personal facilitador de ECA	Santa Rita	Valorar experiencias en la facilitación de ECA, planes de patio, fincas, Familias línea de base	Liseth Hernández
9:00-9:30am	Traslado a Comunidad San Rafael			
9:30:10:30	Visita a familias participantes en ECA Entrevista con sr, Cesar Rivera	Comunidad San Rafael, Copan Ruinas	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con	Liseth Hernández

			enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	
10:30-11:00	Traslado y almuerzo			
10:30-11:00	Traslado a comunidad Barbasco	Copan		
11:00-12:30	Visita a familias participantes en ECA Entrevista con familia seleccionada	Comunidad Barbasco, Copan	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Liseth Hernández
12:30-2:00pm	Traslado y almuerzo con personal facilitador de ECA	Copan ruinas	Valorar experiencias en la facilitación de ECA, planes de patio, fincas, Familias línea de base	Liseth Hernandez Danilo Padilla
2-3pm	Reunión con directiva de CONICHH Ing. Elder Regalado	Copan Ruinas	Conocer experiencia de Plataforma indígena en la identificación de acciones con enfoque TCI	Danilo Padilla
3:15-4:30 pm	Reunión con integrantes de la Mesa de ambiente y producción y gerencia de Mancomunidad	Copan Ruinas	Conocer experiencias en el diseño de política pública de SAN con enfoque TCI	Danilo Padilla Liseth Hernandez

	MANCORSARIC Ing. Marco Torrez			
4:30-5:30pm	Reunión con organización OCDIH Ing. Orvin Colindrez	Copan Ruinas	Conocer las perspectivas de incorporar TCI a nivel institucional y la adopción de metodología ECA	Danilo Padilla Liseth Hernandez
<b>Viernes 20 de noviembre, 2015</b>				
7:30am	Traslado a Jocotán, Chiquimula, Guatemala			Liseth Hernández Danilo Padilla
8:30-10:00	Visita a familias participantes en ECA Entrevista a familia seleccionada por misión evaluadora	Comunidad La Libertad, Camotan, Chiquimula, Guatemala	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Jose Gabriel Suchinni
10:30-12:00	Visita a familias participantes en ECA Entrevista con Sra. Romelia Sharshente	Comunidad Tunucó abajo Jocotan, Chiquimula, Guatemala	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios	José Gabriel Suchinni

			ecosistémicos y su vinculación a cadenas de valor	
12:30-2:00pm	Almuerzo y conversación con personal facilitador de ECA	Jocotan	Valorar experiencias en la facilitación de ECA, planes de patio, fincas, Familias línea de base	José Gabriel Suchinni
2:00-3pm	Reunión con gerencia de la mancomunidad Copan Chorti Ing. Adolfo Vasquez	Jocotán, Chiquimula, Guatemala	Conocer experiencia en la adopción de metodologías ECA y escalonamiento de aprendizajes con MAP	José Gabriel Suchinni Ana Cristela Gutierrez
3:30-5:30pm	Reunión con Docentes del CUNORI Ing. Ramiro García	Chiquimula, Guatemala	Conocer experiencia en la incorporación del enfoque TCI en el sector educativo, en el Sistema de información territorial y conocer experiencia de manejo de Banco de germoplasma	José Gabriel Suchinni Ana Cristela Gutierrez
5:30pm	Traslado a Esquipulas			José Gabriel Suchinni
<b>Sábado 21 de noviembre 2015</b>				
Hora	Actividad	Lugar	Temas	Responsable
8:00	Traslado a Olopa, Guatemala			Carlos Moscoso
9:-10:00	Reunión con representantes de Cooperativa, Flor de la Montañita	Comunidad Piedra de Amolar, Olopa, Guatemala	Conocer experiencia organizativa en la implementación de metodología ECA y EFET	Carlos Moscoso Jose Gabriel Suchinni Enoc Pozadas
10;30-12:00	Visita a familias participante en ECA Entrevista con	Comunidad, Piedra de Amolar, Olopa,	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus	Carlos Moscoso Jose Gabriel

	Salomé Ramirez	Guatemala	conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Suchinni
12:00-1:30	Traslado y almuerzo con personal facilitador de ECA		Valorar experiencias en la facilitación de ECA, planes de patio, fincas, Familias línea de base	Carlos Moscoso Jose Gabriel Suchinni
2:00-3:30pm	Visita a familias participantes en ECA Entrevista a Familia seleccionada por misión evaluadora	Comunidad Tituque, Olopa, Guatemala	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Carlos Moscoso
3:30	Traslado a Comunidad El Común, Quezaltepeque			Carlos Moscoso
4:00-5:00pm	Visita a familias participantes en ECA, no se prevén entrevistas	Comunidad El Común, Quezaltepeque	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus	Carlos Moscoso Jose Gabriel



			conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico,	Suchinni
5:00	Traslado a Esquipulas			
<b>Domingo 22 de noviembre, 2015</b>				
6:30am	Traslado de Henrik de Managua a San Salvador			Amilcar
8:30	Traslado de Equipo evaluador a San Ignacio, El Salvador			Danilo Padilla Carlos Moscoso Enoc Pozadas
11:00-12:30	Conversación con organización local y Visita a familia seleccionada por la misión evaluadora	Comunidad Las Pilas, San Ignacio, El Salvador	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Carlos Moscoso Danilo Padilla Enoc Posadas
12:30-13:30	Almuerzo			
2:30-4:00pm	Visita a familias Participante en ECA,	Comunidad El Rosario, San	Conocer casos exitosos a nivel de familias productoras sobre el	Danilo Padilla Carlos

	Entrevista Sra. María Elvia Vasquez	Ignacio, El Salvador	desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Moscoso Enoc Posadas
4:00-	Traslado y registro en Hotel			
pm	Reunión de misión evaluadora			
<b>Lunes 23 de noviembre, 2015</b>				
8:30am	Reunión con gerencia mancomunidad Cayaguanca y personal facilitador de ECA y EFET, Mancomunidad Cayaguanca	San Ignacio El Salvador	Conocer experiencia institucional en la adopción de metodología ECA, EFET, y cadena de valor	Danilo Padilla Enoc Posadas
10:00-11:00	Visita a organización ACPROA	La Palma El Salvador	Conocer experiencia de participación en la EFET	Danilo Padilla Enoc Posadas
11:00-11:30	Traslado a Honduras, registro migratorio			
11:30-13:00	Reunión con gerente de la mancomunidad trinacional fronteriza Rio Lempa, Ingeniero Hector Aguirre	Sinuapa, Honduras	Conocer experiencia de incorporación de enfoque TCI a nivel de instrumentos de la plataforma territorial	Danilo Padilla Liseth Hernandez Ana Cristela Gutierrez

13:00-14:00	Almuerzo			
2:00-2:30	Traslado a Comunidad Plan del Rancho, Honduras			Danilo Padilla Enoc Posadas
2:30-4:00	Reunión con cooperativa COPRAUL Visita a familias participantes en ECA y Entrevista con Sr. Juan Alberto Romero	Comunidad de Plan del Rancho, Honduras	Conocer experiencias de implementación metodología de ECA y participación en la EFET. Intercambio sobre aprendizaje con enfoque de género	Enoc Posadas Danilo Padilla Liseth Hernández
4:30-5:30	Visita y entrevista a familia seleccionada por la misión evaluadora	Comunidad	Conocer casos exitosos a nivel de familias productoras sobre el desarrollo de sus conocimientos y habilidades para incidir sobre mejores usos de la tierra que permitan mejores condiciones de SAN; producción agropecuaria con enfoque agroecológico, provisión de servicios ecosistémicos y su vinculación a cadenas de valor	Enoc Posadas Danilo Padilla Liseth Hernández
5:30-6:30pm	Traslado a Guatemala, tramite migratorio terrestre y Registro en el Hotel Legendario	Esquipulas	Traslado y registro	Danilo Padilla
pm	Cena y Sesión interna de misión evaluadora			

<b>Martes 24 de noviembre, 2015</b>				
8:00:00am	Traslado a Ciudad de Guatemala			Danilo Padilla José Gabriel Suchinni
12:30-1:30	Almuerzo	Ciudad de Guatemala		
1:30-2.30	Entrevista con Representante de CATIE en Guatemala Ing. Julio Lopez	Oficina CATIE Ciudad de Guatemala	Intercambio sobre sinergias de las ON CATIE con MAP y acciones realizadas con socios Gubernamentales	Danilo Padilla
2:30-5:30pm	Trabajo propio de la misión evaluadora	Oficina CATIE Guatemala Hotel	Preparación de reunión de cierre de la misión evaluadora	Misión evaluadora
<b>Miércoles 25 de noviembre 2015</b>				
Am	Reunión de cierre de la misión evaluadora	Embajada de Noruega, Ciudad de Guatemala	Informe preliminar de la misión evaluadora	Leida Mercado

Figure 5.1 *Trifinio*

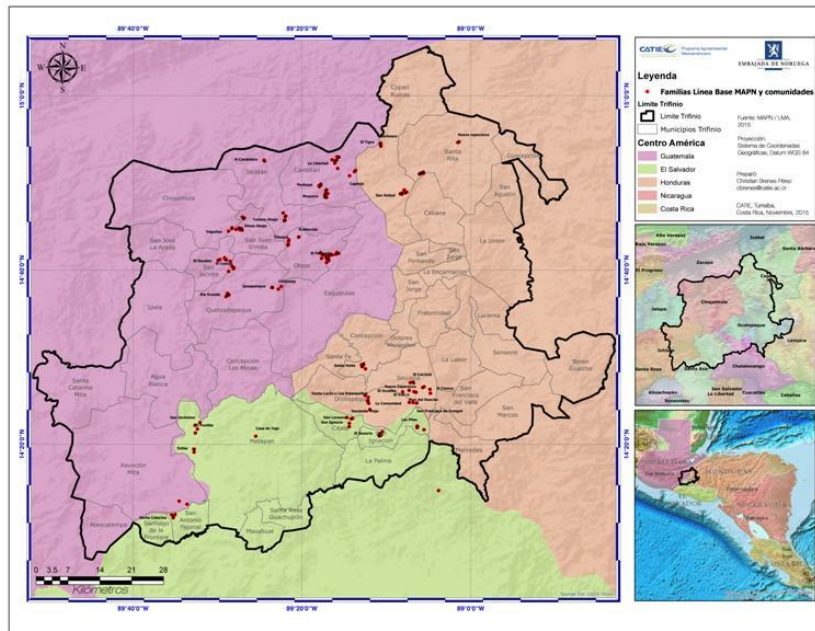


Figure 5.2 *Nicaragua central*