

Learning
FROM
PRACTICE

A Case Study of the
RURAL VALUE CHAINS PROJECT
IN GUATEMALA

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LEARNING FROM PRACTICE: MULTI-ACTOR INITIATIVES

In July 2012, Hivos decided to reflect on its experience in engaging with multi-actor initiatives, which are collaborative approaches to addressing complex problems. Hivos wished to learn from practice, and to draw out the implications of these lessons for its future course. At the core of this exercise has been the preparation of case studies of four multi-actor initiatives. The case studies have consciously been chosen to cover the range in terms of geography, thematic focus and role(s) of Hivos. The three other case studies are: Sumba Iconic Island, Stop Child Labour Campaign (multi-country), and Sustainable Management and Autonomous Governance of the Indigenous Territory of Monte Verde (Bolivia). The purpose of the case studies is to illuminate and examine Hivos' engagement with multi-actor initiatives by capturing and analyzing the unfolding process, and drawing out the lessons learnt. In doing so, specific attention has been paid to the roles played by Hivos and other actors over time, the challenges and dilemmas encountered, and the creative solutions and innovations generated.

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ACRONYMS AND ABBREVIATIONS

AGEXPORT	Association of Exporters of Guatemala
APRODEFI	Association for Ixil Family Development (local NGO in Guatemala)
ASDIR	Association for Integrated Rural Development (local NGO in Guatemala)
BANRURAL	Rural Development Bank
BCS	Private certification entity for organic and ecologic products based in Germany with offices worldwide
BUNCA	Energy Network Foundation
CDR	Centre for Rural Development Studies
CEDECO	Educational Corporation for the Development of Costa Rica (NGO in Costa Rica)
CNGC	Climate, Nature and Communities Programme in Guatemala (RFA/ USAID's program)
DANIDA	Danish International Development Assistance
FOCAEP	Fund for Sustainable Energy and Poverty in Central America (Hivos and BUNCA regional fund)
FTF	USAID's Feed the Future Initiative
FOCAEP	Hivos' Energy and Poverty Fund for Central America (FOCAEP, for the Spanish acronym)
FUNDAECO	Foundation for Eco-Development and Conservation (NGO in Guatemala)
HIVOS	Humanist Institute for Development Cooperation
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation on Agriculture
INCAP	Institute of Nutrition of Central America and Panama
ISO	International Organization for Standardization
IUCN	International Union for Conservation of Nature
M&E	Monitoring and Evaluation
MAGA	Ministry of Agriculture, Livestock and Food
MAI	Multi-Actor Initiative
NGO	Non-governmental organization
PEE	AGEXPORT's Business Chain Programme
PIPAA	Integral Program for Agricultural and Environmental Protection (institution from the Ministry of Agriculture, Livestock and Food)
PREMACA	DANIDA's Regional Environmental Programme in Central America
PREPCA	Renewable Energy and Poverty Programme in Central America (Hivos and BUNCA Regional Programme)
REDD	Reduced Emissions from Deforestation and Forest Degradation
RFA	Rainforest Alliance
RVCP	Rural Value Chains Project (USAID)
SEFAS	Financial Services for Sustainable Agriculture. Hivos and CDR technical assistance program
SME	Small and medium enterprises
STC	Save The Children (United States NGO)
USAID	United States Agency for International Development
USD	United States Dollar
VV	Vital Voices (International NGO)

EXECUTIVE SUMMARY

In order to learn from previous experiences, Hivos is examining its role(s) and performance in various multi-actor initiatives. This case study examines the Rural Value Chains Project (RVCP) and consortium, which is led by the Guatemalan Exporters Association (AGEXPORT) in Guatemala, and mainly financed by USAID. This multi-actor initiative was started in 2011.

RVCP is a “time-bound and deliberate process” in which multiple actors, including Hivos, collaborate to address a set of objectives focused on the development of rural value chains of vegetables, coffee and handicrafts. It follows the Business Chains Programme methodology of AGEXPORT. The main donor – the Feed the Future Initiative (FTF) of USAID in Guatemala – has defined the goal, which is to reduce chronic poverty and malnutrition sustainably in the Western Highlands by increasing sustainable market-led growth. RVCP’s objective is to expand the participation of poor rural households in productive value chains and to link those chains to local, regional and international markets. For the Hivos and AGEXPORT, RVCP is also an opportunity for innovation and to promote the principles of a green economy and sustainable practices, as prioritized in Hivos’ Green Entrepreneurship Program. As this case study will demonstrate, within this broad framework, each actor in the multi-actor initiative has its own brand and vision but is working towards common objectives and collective results.

This case study focuses on the relationships between the actors in the initiative, their roles, achievements, lessons learnt and dilemmas during the design phase and the implementation phase of the project.

Although the implementation of the project is still in the early stages, the case study recognizes that a common RVCP language and vision has gradually been defined through dialogue, negotiation and consensus. A significant achievement is the approval of 43 value chains in coffee, horticulture and handicrafts in 2013. This approval signifies that one or more interested buyers have been identified, the business plan and investment plans have been approved and implementation of activities defined in the business plan can begin. Further, RVCP provides financing of US\$ 60,000 – 70,000 for a period of two years per approval. In addition, gender equality and economic empowerment of women are now part of the joint strategy. The case study draws a number of conclusions and makes recommendations with the understanding that there will be open discussions around the lessons learnt.

Among the key lessons learnt from the RVCP case study are:

- Multi-actor initiatives require leadership from an institution with a clear strategic vision and a solid methodology and instruments to implement this.
- Collaborative alliances are more likely when actors have had previous experiences of working together and share a common starting point.
- Developing a shared strategic vision requires sufficient time and space.
- In order to avoid misunderstandings, bottlenecks and difficulties during the implementation phase it is crucial to create spaces early on for in-depth discussions



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- regarding the concepts underlying the main strategies of a multi-actor initiative.
- There should be space within multi-actor initiatives to ensure that consensus and commitments to decision-making responsibility are shared among the main stakeholders.
 - Capacity building on monitoring and evaluation should be considered a continuing issue.
 - Actors must strengthen relations among themselves, and beyond the consortium with other donors and a wide diversity of actors.
 - More frequent and regular reviews would enable timely adjustment of methodologies, processes and intervention strategies.

Of the people

INTRODUCTION

This case study is part of a broader systematization of lessons learnt in the course of promoting and participating in a variety of multi-actor initiatives. A multi-actor initiative¹ is undertaken by several actors with complementary strengths, with the aim of creating joint impact to address complex problems. A successful multi-actor initiative is one where the joint impact is greater than the impact culminating from individual efforts, and contributes to systemic change.

To identify lessons learnt from its role(s) in various multi-actor initiatives and to formulate implications for its future direction and strategy, Hivos has prepared case studies of five multi-actor initiatives in which it was involved.

These case studies assess:

- what the value of each of the assumed roles was;
- what Hivos has contributed in different roles;
- what these multi-actor initiatives have brought to Hivos over time.

This case study examines the Rural Value Chains Project (RVCP) and consortium in Guatemala, led by the Guatemalan Exporters Association (AGEXPORT), and financed and designed within the framework of the Feed the Future Initiative (FTF) of USAID cooperation in Guatemala. USAID approved this multi-actor initiative in 2011, at a time when it was shifting towards a more collaborative approach in its programs. AGEXPORT formed a consortium that developed the Rural Value Chain Program in 2010-2011.

Simultaneously, in 2011, AGEXPORT and Hivos' Regional Office for Central America entered into an agreement to promote collaborative initiatives on rural value chains in the Western Highlands of Guatemala. The aim of the agreement was to strengthen the integration of a green approach in AGEXPORT's Business Chains Program, Programa de Encadenamientos Empresariales² (PEE), which by 2012 had supported more than 150 small- and medium-sized enterprises (SMEs), some of which were eco-enterprises.³ Part of this agree-

¹ For the definition of a multi-actor initiative used by Hivos, see Annex 1.

² The immediate objective of PEE is to support sustainable local production for the market, generating income and employment and strengthening the rural farm economy. PEE has four phases. During the first phase, a concrete potential market opportunity and potential producers who may exploit this opportunity are identified. In the second phase, AGEXPORT works with the pre-selected producer group to design the structure of the value chain. AGEXPORT conducts a diagnostic study of the producer group, assesses the market viability of their products, suggests possible adaptations required, and identifies environmental management issues. AGEXPORT arranges and accompanies the negotiations between producers and buyers to develop firm commercial commitments/agreements. Subsequently, a comprehensive proposal is presented to a Selection Committee for assessment and approval. The proposal includes baseline studies of the producer group and buyers, business plans, economic, environmental and social assessments, detailed proposals for any technical assistance required, and specifies the roles of different players in the value chain. Once the proposal is approved, implementation of activities as per the business plan begins. Technical support is usually provided for a period of 18 – 24 months. (Grosen, Jakob. Green Growth in Practice. Lessons learnt from promoting eco-enterprises in Honduras and Guatemala. DANIDA's Regional Environmental Programme (PREMACA), March 2012.)

³ The concept of eco-enterprises "applies to a value chain or supply chain approach of eco-enterprise, which are not "ecological enterprises" but enterprises that make progress towards sustainability in three areas: economic (financial/commercial), social (employment conditions, gender, livelihoods), and the environment, the goal being that the eco-enterprises become profitable and viable, but with a strong social and environmental responsibility. Jakob Grosen, *ibid*.

ment was that AGEXPORT would include three of Hivos' strategic partners – CEDECO, Financial Services for Sustainable Agriculture (SEFAS) and BUNCA – as "invitees" in RVCP.]

AGEXPORT and the consortium took time to shape their objectives and profile and establish a managerial and operating system. This case study details the main set of actors participating in the consortium – including Hivos and its own invited regional partners – their interests, roles and expertise and their relations with each other.

RVCP is a "time-bound and deliberate process" led by AGEXPORT. Multiple actors, including Hivos, collaborate to address a set of objectives focused on the development of rural value chains for vegetables, coffee and handicrafts using AGEXPORT's Business Chains Program methodology. The main donor – the Feed the Future Initiative (FTF) of USAID in Guatemala – has defined the priorities, which are to address chronic poverty and malnutrition in the Western Highlands. RVCP offered an opportunity for innovation and to promote the principles of a green economy and sustainable practices, as prioritized in Hivos' Green Entrepreneurship Program. Each actor in the multi-actor initiative has her own brand and vision, but is working towards the common objectives and results of the RVCP.

A. Background to the multi-actor initiative in Guatemala

AGEXPORT comprises 19 sector commissions (one of which, the Differentiated Products' Commission, has been supported by Hivos) and has more than a thousand members. Annex 9 shows the complexity of AGEXPORT's architecture and its relationships with development partners and with strategic allies from private and public sectors.

Hivos had cooperated with AGEXPORT since 1997, to promote the development of ecological production in Guatemala through the Ecological Producers' Commission. Hivos' cooperation with AGEXPORT in the period 2007-2010 was oriented to strengthening the above-mentioned Ecological Producers

Commission in order to enhance AGEXPORT's services in the west of Guatemala, a region with the highest concentration of differentiated products in the country. As this project concluded, Hivos started negotiations with AGEXPORT's Development Division to continue support to small producers' organizations, but on a wider scale and with greater impact.

Hivos wanted to establish a multi-actor initiative in Guatemala that linked its three main programmes: Green Entrepreneurship, Expression & Engagement and Rights & Citizenship. Hivos considered a number of issues in the Guatemalan context highly suited to a multi-actor initiative focus, i.e. access to land for small producers, human rights, women's and indigenous rights and prevention of HIV/AIDS in rural areas. However, bringing the economic and rural development agenda closer to human rights issues in Guatemala is highly complex. Rural areas are characterized not only by high concentrations of poverty levels, inequity and exclusion, but also by high levels of conflict and polarization, particularly in the most remote regions and communities, where disputes regarding control of natural resources and the concentration of land lead to high levels of conflict. Most farmers cultivate small land holdings and a significant percentage work on leased land.

In response to Hivos' interest in a multi-actor initiative, AGEXPORT proposed the Rural Value Chains Project (RVCP), which it was already developing. This presented an opportunity to strengthen and scale up Hivos' Green Entrepreneurship program in Guatemala. AGEXPORT's Business Chains Program (PEE), had already succeeded in linking small producers' organizations and small- and medium-sized enterprises (SMEs) with international buyers and companies. The PEE methodology is recognized and supported by international donors such as USAID, DANIDA and IFAD. A number of the value chains linked to the international markets relate to green businesses. Hivos has been actively contributing to this area for more than a decade, in particular by supporting the promotion of organic and differentiated products. RVCP's strategic and practical

approach provided an opportunity for scaling up and for increasing the impact of AGEXPORT's interventions. The focus on particular products and geographic areas was essentially determined by USAID's priorities.

Hivos decided to engage in the multi-actor initiative based on AGEXPORT's leadership and experience in the Guatemalan private sector, its experience at public policy level, its ability to influence export policies, its wide network of alliances with local producers' organizations, services providers and municipalities and because of the presence of big donors in Guatemala.

B. Triggering and facilitating factors

USAID's 2010 call for proposals for the Feed the Future Initiative (FTF) was a key trigger for setting up the RVCP consortium. The RVCP consortium comprises four kinds of strategic actors:

1. A prime actor: AGEXPORT, project leader, responsible for overall management of RVCP
2. Main strategic partners and contractors: Save the Children, in charge of specific components; Rainforest Alliance, for the management of environmental issues within RVCP.
3. Strategic cooperation partner: Hivos
4. Strategic allies and subcontractors: Vital Voices for gender issues; the Institute for Nutrition in Central America and Panama (INCAP) for food security and nutrition issues; the Inter-American Institute of Cooperation for Agriculture (IICA) for learning and systematization; and a local NGO, Sotz'il, to ensure a multicultural approach.

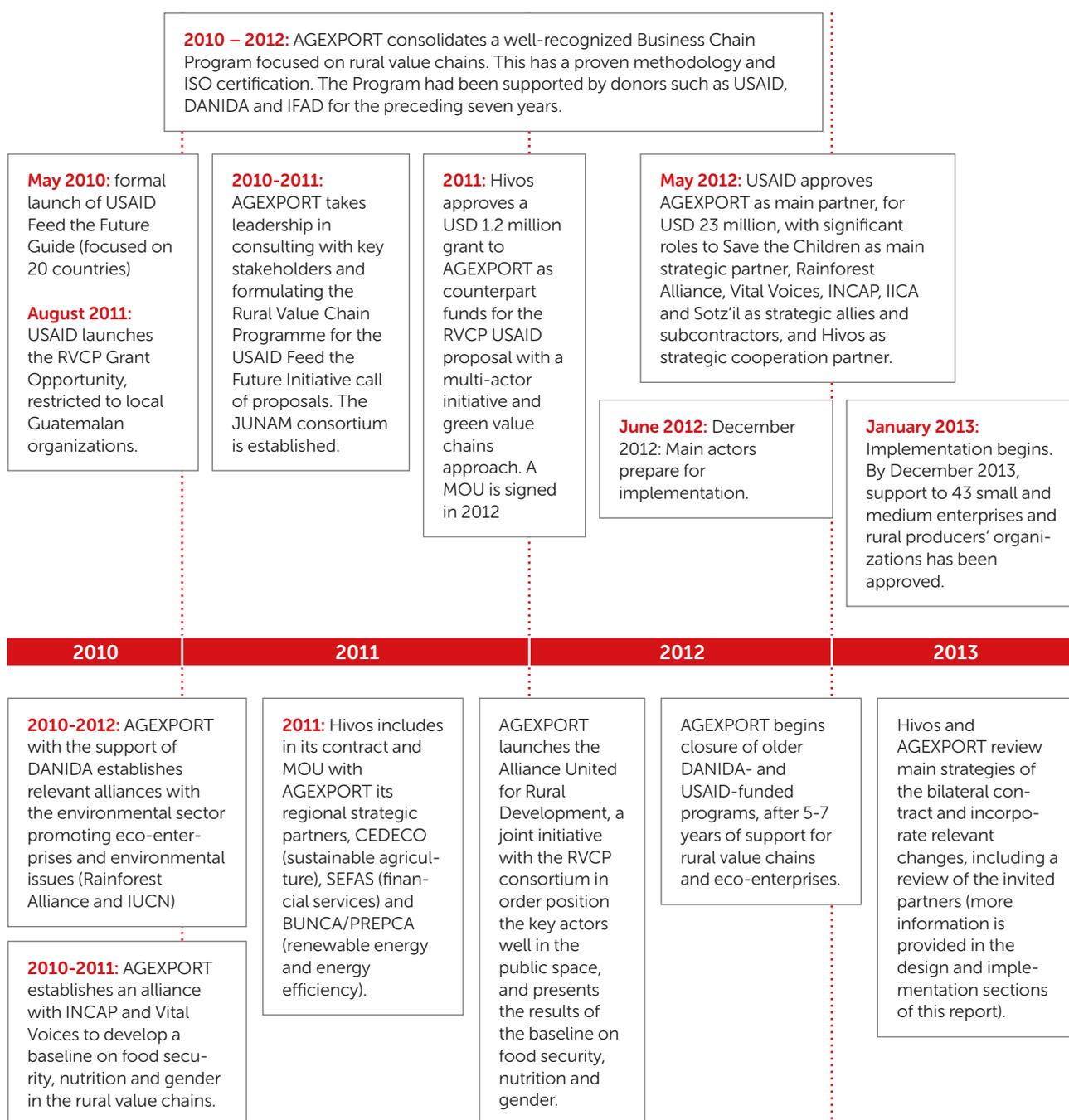
As AGEXPORT and Hivos see it, it was not difficult to form the consortium and establish a common agenda as, with the exception of Sotz'il, AGEXPORT had previously collaborated with consortium members. The main partners had received USAID funds previously.

AGEXPORT had accumulated vast experience promoting strategic alliances for strengthening the effectiveness of its interventions in the field. AGEXPORT's established methodology for supporting value chains in rural areas demanded coordination and knowledge exchange between a wide range of organizations. The concept of a multi-actor strategy or strategic alliances working together towards a common objective with common goals and outcomes, however, was incipient among all RVCP actors.

In 2012, Hivos' strategic regional partners, invitees in RVCP, were in the early stages of preparing and/or implementing proposals. CEDECO proposed to develop an innovative methodology for certification of carbon sequestration in sustainable agriculture; SEFAS planned to promote inclusive rural financial services and connect small agri-cultural producers' organizations to financial institutions; and BUNCA wanted to promote renewable energies and energy efficiency. There was no previous collaboration between these organizations and AGEXPORT. Programme Officers from Hivos' Green Entrepreneurship Program, inspired by the multi-actor initiative approach, tried to articulate the collaboration and synergies between AGEXPORT and these organizations. This case study will analyse how these invited partners are perceived by other RVCP actors and how they perceive their own roles in the multi-actor initiative.

The timeline below shows the relations between AGEXPORT and the main RVCP actors.

Table 1. A Timeline Of Significant Events In Rural Value Chains Project



THE DESIGN PHASE

RVCP covers 12 municipalities in three departments in Northwestern Guatemala. It has a budget of USD 23 million for a period of five years (of which Hivos' financial contribution is roughly USD 1 million). It should be noted that as the project start-up has taken more time than originally planned; the design phase has been extended into the implementation phase.

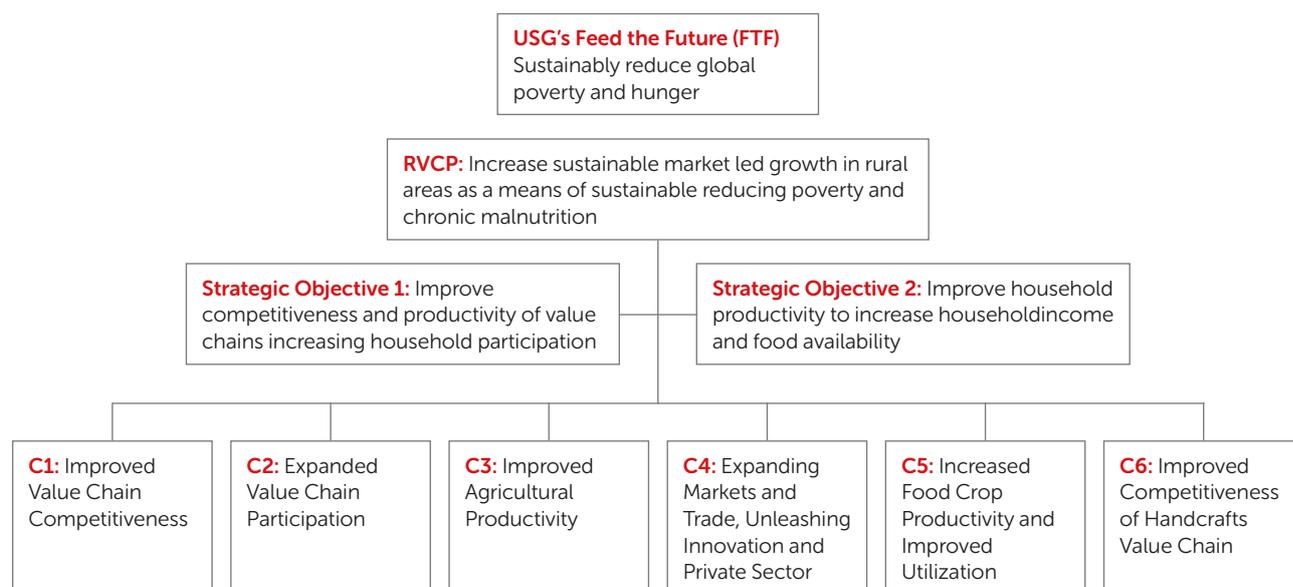
AGEXPORT was responsible for the preparation (including of the technical approach), production and delivery of the proposal. The various actors involved provided technical assistance and, in some cases, prepared specific aspects of the proposal based on their expertise. Hivos, as a strategic cooperation partner, reviewed draft documents, gave specific advice and contributed

to the technical approach section on rural financial services.

From AGEXPORT's perspective, the success of a multi-actor initiative depends on: a) the existence of a partner with the leadership and profile to articulate the initiative; b) the existence of a methodology or instrument around which the common agenda of the main stakeholders can be articulated, in this case the Business Chain Program; and c) the availability of strategic partners to contribute, based on their expertise, to the development and effectiveness of the expected results of the initiative.

Figure 1 shows the strategic objectives, results and components of the RVCP, as defined in the proposal approved by USAID.

Figure 1. Rural Value Chains Project Results Framework*



Source: AGEXPORT. Rural Value Chains Project, RFA-520-22-000003. Modification 2.

A. Framework objectives: Green business and eco-enterprises

The strategy and priorities for the AGEXPORT-Hivos cooperation were originally defined in 2011 and modified in 2013. The updated strategy is more complementary to the value chain approach and focuses on upscaling and increasing the impact of interventions. A specific objective on developing joint strategies for fundraising has been included. The earlier component on facilitation of rural financial services has been modified and now aims to strengthen the capacities and skills of small producers' organizations and SMEs to become reliable clients of financial institutions and banking services. The components of the adjusted strategy are:

Strategic Priority 1: Green Entrepreneurship:

To develop a strategic eco-business model that promotes business development of SMEs and small producers' organizations through the integration of economic, social and environmental aspects and by operating in areas where natural resources are managed sustainably. To achieve this goal, AGEXPORT will work with institutions such as Rainforest Alliance, CEDECO, The Nature Conservancy and WWF.

Strategic Priority 2: Economic Empowerment of Women:

To promote women's access to and control of resources and decision-making in SMEs and small producers' organizations supported by RVCP. To promote also income generation initiatives, leadership and active participation of rural women in decision-making bodies and power spaces, specifically in rural entrepreneurship. A methodology based on practical experiences and results, will be formulated by AGEXPORT, Hivos and Vital Voices and used to form strategic alliances and for fundraising purposes.

Strategic Priority 3: Strengthening Business and Organizational Skills:

To develop a methodology for organizational strengthening; to provide SMEs with administrative and financial management knowledge and skills; and to strengthen organizational structures so that SMEs become reliable clients of financial institutions and banking services.

B. The roles of RVCP partners

Details of the roles and responsibilities of the main strategic partners of the RVCP project and consortium can be found in Annex 2.

The roles of the main partners in the RCVP initiative were established during the design phase. However, although Hivos is a strategic cooperating partner, its role has not been sufficiently defined as an advisor and implementer within the consortium. Hivos sees in the multi-actor initiative approach an opportunity to shift from being merely a donor to taking on more proactive, strategic, even political roles. It is necessary to design a strategy to better position – and communicate – these roles, and those of other actors, within the framework of multi-actor initiatives.

Hivos has been proactive in the financial services and the gender components of the project, reviewing the drafts and contributing the expertise of a local consultant. Ultimately, AGEXPORT did not incorporate the financial services component into the implementation phase because its Board of Directors foresaw a possible conflict of interest, due to AGEXPORT's own role in delivering and facilitating business development services to small producers' organizations and promoting different kinds of business relations with a wide range of actors, companies and buyers. It was also realized that many rural enterprises lacked the necessary stability and skills to be able to obtain loans. Hence, it was decided to prioritize organizational strengthening.

Hivos assigned a Programme Officer to RVCP, based in Guatemala, with a mandate to position innovative themes, make strategic contributions and thus add value to RVCP. In addition, the Programme Officer was to identify opportunities for fundraising in strategic alliance with AGEXPORT. However, Hivos' advisory role in the multi-actor initiative has been interrupted. Since the Hivos-AGEXPORT contract was approved in October 2011, there have been three different Programme Officers, and there was a five-month period without a Hivos Programme Officer in Guatemala.



Alongside RVCP, three other projects, complementary to RVCP and involving RVCP actors, have been established:

As part of the AGEXPORT-Hivos agreement, Hivos proposed a complementary project with three components: development of a green business and eco-enterprise model; women's economic empowerment and gender equity; and strengthening business and organizational skills of SMEs and small producers' organizations.

The Rainforest Alliance (RFA) has a complementary project financed by USAID, the Cambio consortium for "Climate, Nature and Communities in Guatemala" (CNCG). This has an approved budget of USD 25 million; again, AGEXPORT participates as a strategic partner. This project is to be implemented in four regions of Guatemala by environmental, academic and business institutions and promotes a process to mitigate the negative effects of climate change and conserve natural resources.

Save The Children also has received USD 45 million from USAID for a proposal on Food and Nutritional Security.

Thus, AGEXPORT, RFA and Save the Children are linked by strategic alliances and by three different USAID projects. Between them, they administer an important proportion of the USAID funds invested in Guatemala. The role played by these organizations varies, but each of them bears responsibility for leadership, overall coordination and management in one of the projects.

C. Incorporating Hivos' regional partners

Hivos' efforts to incorporate its agenda and its regional counterparts within RVCP remained largely ineffective during both the design and initial implementation phases due to scarce interaction and dialogue between the actors. Nevertheless, these subjects and components have continued to be discussed between Hivos and AGEXPORT and the component on economic empowerment of women has been incorporated; a specific methodology and

approach to gender in value chains is yet to be articulated. During 2013, AGEXPORT and Hivos have been able to clarify issues of content and the specific roles of Hivos' strategic regional partners.

These regional partners (CEDECO, SEFAS and BUNCA) consider themselves to be potential providers of specialized technical services to the private sector. In their view, their expertise could add value to the Hivos-AGEXPORT collaboration within RVCP. See Annex 3 for details of various activities developed by these regional partners.

While a Hivos Programme Officer was based at AGEXPORT's office, communications between AGEXPORT, Hivos and the regional partners were fluid and oriented to reach concrete action and coordination. Communications were affected after the third Hivos Programme Officer left in April 2013. It was September 2013 before the position could be filled with a suitable person, and communications could be restored.

The possibilities to create more synergy during the design phase among Hivos' regional counterparts and to bring them closer to the multi-actor initiative depended on the level of development of their own specific methodology. Secondly, dialogue is an important aspect of the capacities and skills of the actors. Conditions should be fostered that allow for space to create real synergies and collaborative alliances. For AGEXPORT, collaborative action must be based on the local needs of the value chains; interventions must be proven and concrete in respect of their added value. In addition, there must be the possibility to scale up.

There is now gradual convergence in the dialogues between Hivos, AGEXPORT and the regional partners on how innovative models that contribute to the sustainability of green businesses of small producers in the agriculture and renewable energy sectors can be integrated into RVCP. AGEXPORT is now clearer about the added value of the involvement of some of Hivos' regional counterparts and it recognizes the opportu-

nity to use their expertise to make its own methodology more innovative and/or to create (together with Hivos) new instruments and tools specific to rural green businesses and eco-enterprise models. This methodology and eco-enterprise model could facilitate an attractive joint strategy for fundraising.

Hivos' partner SEFAS was invited to participate in the design phase. SEFAS' work is designed to complement the efforts of business and technical assistance programs by facilitating access to financing for sustainable producers' organizations. One of its roles was to organize specific activities such as financial fairs to link small producers' organizations and the value chains supported by the RVCP with financial institutions services.

Hivos' regional partners (CEDECO, BUNCA and SEFAS) were informed and received feedback throughout the process. However, the absence of a Hivos Programme Officer during a key period for the multi-actor initiative, combined with weak induction and lack of facilitation of the relations between the regional partners and other actors of RVCP, left some processes initiated during the design phase unfinished (e.g. coordination among actors who were interested in green businesses initiatives, rural financial services and renewable energy issues).

D. Coordinating RVCP

A field visit to the Xix community in the Municipality of Chajul and the small producers' organization, APRODEFI, revealed that until a year ago, community leaders had experienced a lack of coordination among the different actors working in their communities and a great deal of time had been lost. In response, various committees were created for each project and there is improved coordination among the actors, leading to better use of resources.

The structures and mechanisms to monitor the progress of the RVCP are being devel-

oped with the establishment of different committees at local, departmental and national levels. A departmental committee comprising all members of the RVCP consortium financed by AGEXPORT/USAID (AGEXPORT, Save the Children, Rainforest Alliance, Vital Voices and INCAP) was established in August 2013 to coordinate RVCP. Other actors, like Hivos, are also welcome to participate. The committee is an important platform with clear aims – to improve coordination and enhance impact by bringing together the different USAID programs and other actors working in the same geographical area, such as companies, buyers, other donors like Hivos and the local government. Community members value this institutional and multi-actor coordination system and the fact that each actor is providing different kinds of support and expertise.

An important instrument, the Gender Policy, was drawn up by AGEXPORT and Vital Voices and approved by the members of the RVCP consortium in early November 2013. Hivos was active in giving advice on the gender and value chain approach. It is expected that a Gender Committee will be established to monitor the main indicators of the RVCP, some of which are related to gender equality and women's empowerment⁴.

Finally, the design of the multi-actor initiative called for the establishment of a Steering Committee, responsible for strategic coordination and decision-making. This committee would comprise AGEXPORT, Hivos and USAID as well as representatives of the chains and small- and medium-sized rural enterprises and it was expected to meet twice a year. To date, the Committee has not materialized.

E. Monitoring and evaluation

In accordance with USAID's guidelines, RVCP has two levels of monitoring and evaluation. AGEXPORT has responsibility for setting up a monitoring and evaluation system at the level of outcomes and processes. This is based on the outcomes and indicators of

⁴ In August 2014, a Working Group for the Economic Empowerment of Women was set up.

the approved proposal, though there is space to make adjustments.

To evaluate all three programs running in the Western Highlands, USAID has organized MEASURE.⁵ MEASURE Evaluation is implemented by the Carolina Population Center of the University of North Carolina at Chapel Hill in partnership with The Futures Group International, ICF International, John Snow, Inc., Management Sciences for Health and Tulane University.

AGEXPORT recognizes the need for a more institutional monitoring and evaluation system, incorporating all initiatives of AGEXPORT's Development Division and Business Chains Program. This is particularly important for RVCP given the magnitude of the funding. In future, it is expected that AGEXPORT's monitoring and evaluation system will integrate the outcomes and indicators of contracts and agreements with Hivos and other strategic cooperating partners.

AGEXPORT must monitor other partners/sub-grantees within RVCP. This new role is resulting in some bottlenecks in management and monitoring and evaluation. The start-up and adaptation phase of the RVCP, with its priorities and complexities, and the need to coordinate a set of actors that have specific contracts and roles, has demanded a more complex decision-making system. In AGEXPORT's opinion, its management and monitoring and evaluation systems have contributed to periodical reviews and corrective measures to improve the quality management in the RVCP, i.e. the timely advice to transfer Hivos' Programme Officer from the Western Highlands to Guatemala City in response to the concentration of activities and coordination there.

Vital processes, such as establishing a critical path for each of the agreed-upon com-

ponents and objectives of the contract and MOU were not completed. Some processes remained paralyzed or did not receive enough input during the early implementation phase (January 2013). Between April and October 2013 the situation has improved. Hivos and AGEXPORT currently have an updated strategy with common objectives and goals as well as an annual operating plan.

F. Lessons learnt and challenges during the design phase:

- The start-up of a multi-actor initiative takes time. This was underestimated. It took about six months to define the functioning tools, structures and mechanisms for implementation. Consequently, the start of the implementation phase was delayed until January 2013. The originally proposed steering committee for the RVCP has not been put in place.
- Expectations, objectives, and interests of the stakeholders must be clearly defined at the outset. Lack of clarity about the interests of different actors poses a risk during the implementation phase. Investing in relationship building, based on well-identified synergies with a win-win approach, encourages more effective partnerships for a multi-actor initiative's objectives and results.
- The actors' differing priorities are not sufficiently acknowledged. For AGEXPORT, profitability and formalizing partnerships with specific companies and buyers are core issues. Hivos is more focused on strengthening the creation of innovative and sustainable green business initiatives. These differing priorities are not necessarily contradictory, but more dialogue and clear agreement is required regarding a framework that facilitates creative and innovative experimentation. The critical path of design and implementation processes should be articulated explicitly and

⁵ "The results evaluation will track key indicators of poverty, health, and nutrition outcomes in Western Highlands Integrated Program (WHIP) intervention areas to determine whether WHIP targets have been achieved. The impact evaluation will estimate changes in selected outcomes attributable to the WHIP interventions. Measurements for the program evaluation will be obtained in 2013, 2015 and 2017 in the WHIP intervention areas and in a comparison group". MEASURE Evaluation. Request for Applications to Provide Administrative, Accounting/Financial, Logistics, and Procurement Services for the Baseline Survey of a Large-Scale Evaluation of the Western Highlands Integrated Program. (Accessed September 2013) <http://www.cpc.unc.edu/measure/countries/measure-evaluation-in-guatemala>.

the roles of different actors should be clearer.

- Not all the multi-actor initiative actors know or recognize Hivos' specific role and contribution to the RVCP. Most of them think of Hivos as a donor. For this reason, it is necessary to develop a specific communication strategy to build better relations and coordination within the RVCP consortium.
- In a multi-actor initiative, it is essential to invest in fluid communication and coordination mechanisms, especially during the design phase, as this will be crucial for the quality and success of implementation. The advisory and facilitating role of Hivos' Guatemala-based Programme Officer in improving communication and coordination is key.
- Greater dialogue between actors is essential. There is a lack of timely information regarding renewable energy initiatives in the geographical area of the RVCP. Hivos Programme Officers are now more aware of the demand for information and dialogue regarding different actions that are occurring parallel to RVCP as well as the need for concrete coordination and added value within a green and sustainable production framework.
- Hivos' strategic regional partners still need to fit into RVCP and to define and identify their added value. Alliances require time investment, facilitation and positioning

processes in order to make complementary contributions possible and attractive.

- Hivos and AGEXPORT must define broader collaborative relations to achieve their common objectives and goals. It is necessary to invest more in dialogue, negotiation, positioning and leadership to identify and then strengthen synergies and collaborative alliances. It should be anticipated that some alliances will not be possible or will break along the way due to lack of agreement.
- Initially, some of Hivos' strategic regional partners, like CEDECO, had very high expectations regarding the potential for fundraising among the actors of the consortium, in addition to an interest in scaling up their own services and building relations with the private sector. AGEXPORT saw this as an attempt to take advantage of AGEXPORT's main donors or to reach the 'beneficiaries' directly. Further, in AGEXPORT's view, CEDECO operates very much like a 'traditional' NGO. AGEXPORT sees the need for adoption of a more business-like attitude.
- AGEXPORT has its own rhythm and intervention logic and differences may arise around key approaches and themes. These risks are not always taken into account in the design phase when proposing collaborative alliances and developing the multi-actor initiative.

By the people

THE IMPLEMENTATION PHASE

A well-executed design phase can set the stage for effective implementation and minimize potential risks or bottlenecks. But no implementation strategy in a multi-actor initiative is exempt from difficulties, risks and even discrepancies or disagreements on how strategies are interpreted and implemented. Discussions among the actors during the design phase can help to minimize these differences by defining a common agenda and identifying synergies and added values. Striving for clarity from the outset would contribute to a more effective collaborative alliance.

A. Effectiveness and efficiency of the implementation process:

A key factor in the effectiveness of implementation to date has been the prior collaborative relationships of the RVCP actors. The RVCP consortium is very sound in that respect. The most important challenge during implementation is to ensure that the actors with different specialties are able to operate together in the given country context and are able to handle the pressures and demands of international cooperation. In Guatemala, there is little awareness of environmental issues and high levels of exclusion and inequality, especially in rural areas. Expectations of what can be achieved through a multi-actor strategy should be realistic. Objectives and goals must also take into account the time required for the management of a multi-actor initiative with complex and ambitious objectives and goals. Quick results cannot be expected. With this in mind, it is not possible to measure effectiveness and impact at this moment in the development of the consortium and RVCP implementation.

It is expected that in the coming years, AGEXPORT will add more value by further developing the eco-enterprise model together with Hivos, taking a qualitative step forward from the value chain model and integrating competitive green businesses with sustainable environmental management of natural resources in rural areas. Hivos calls this the “productive landscape” approach.

AGEXPORT’s scaling ability also bodes well for the effectiveness of RVCP. This ability relates not only to AGEXPORT’s track record in parts of Guatemala, where it has been engaged in direct implementation, but also to the fact that other public and private entities in the country have shown interest in replicating AGEXPORT’s business chains model to generate not only profits for companies and buyers, but also sustainable income for small producers’ organizations.

Hivos’ regional strategic partners have recorded progress. With the support and advice of Hivos, they have consolidated their own methodologies.

It is premature to assess the consortium’s efficiency. There have been delays in the preparation of the implementation phase because many issues were not properly considered during the design phase, especially those dealing with the diversity of interests in a highly complex geographical and political context.

A cost-benefit analysis or economic valuation of RVCP has not been carried out. AGEXPORT has the impression that some expenditures are high; baselines and specialized consultancies have been necessary

for some specific value chains. Any cost-benefit analysis must take into account the resources and the time needed to manage the whole multi-actor initiative.

Finally, in AGEXPORT's opinion, any efficiency analysis must also take into account the ambitiousness of the objectives and goals, and place the achievements in the context of rural Guatemala, where there are high rates of exclusion, lack of basic services, productive infrastructure and communication.

The implementation phase started on January 2013 and, up to December 2013, 43 value chains had been approved for USD 2.2

million. This approval signifies that one or more interested buyers have been identified, the business plan and investment plans have been approved and implementation of activities defined in the business plan can begin. RVCP provides financing of US\$ 60,000 – 70,000 for a period of two years per approval. Most of the resources (81%, USD 1.8 million) were allocated to the horticulture and coffee chains. The following chart shows the type of value chains approved by the RVCP.

It is apparent that RVCP's focus and efforts have related mainly to the priorities defined by USAID. By December 2013, only 11% of Hivos' funds had been utilized.

VALUE CHAINS APPROVED BY THE RVCP/AGEXPORT THROUGHOUT 2013		
NUMBER OF VALUE CHAINS APPROVED	DATE OF CONTRACT APPROVAL (2013)	INSTITUTION OF THE RVCP IN CHARGE AND TYPE OF VALUE CHAINS
18	January	Business Chains Programme / AGEXPORT (coffee, horticulture)
8	June	Business Chains Programme / AGEXPORT (coffee, horticulture, and eco-firewood)
10	June	Save the Children (no information available)
7	Throughout 2013	Handicrafts Commission / AGEXPORT (handicrafts)
43		



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B. Implementing an eco-enterprise model

One of the innovative eco-enterprises that AGEXPORT has tried to develop, which also creates opportunities for economic empowerment of women, is a value chain for the production and local commercialization of eco-firewood. Firewood is the main source of energy in El Quiché. Women's health is seriously affected by the gathering and use of firewood. The new eco-firewood value chain is expected to have a positive impact not only by generating income and thereby contributing to the economic empowerment of women but also by contributing to the sustainable use of natural resources. The feasibility of scaling up the eco-firewood chain is being studied, taking into account the economic,

social and environmental dimensions of the eco-enterprise model.⁶

An undeniable added value for AGEXPORT is that Hivos offers the possibility to create innovative models, which other cooperation agencies do not offer or are not willing to develop. It allows for research into methodologies. Setting up a model of eco-enterprise as a differentiated and innovative product, in order to position it within Guatemala and in other countries where Hivos operates, is also of interest to AGEXPORT. The next phase is to design the eco-enterprise model as a differentiated and innovative product within the framework of the Hivos-AGEXPORT cooperation. A fundraising strategy must be formulated. This requires strategic information and the participation of

⁶ After field work for this case study was completed, in November 2013, based on the advice of its external advisor, Progresar Fundacion decided to discontinue its agreement with AGEXPORT. Hence, work on the eco-firewood value chain has stopped. This is one of the very few cases where a project was discontinued after formal approval. This was an atypical case in the sense that it concerned a relatively new product (eco-firewood) which was largely unknown among the intended users – local communities. Producers found that acceptance of eco-firewood in the local market was very low and concluded that it would be very difficult to achieve projected sales results. This was one of the very few projects that targeted the local market. Most projects relate to products intended for export where the exporter has shown serious interest and is already selling the same or similar products.

different spheres of decision-making in both organizations. The definition of a critical route is also needed; both sides approved a preliminary action plan in September 2013.

C. Communication and brand positioning

AGEXPORT is required to profile the Rural Value Chains Project (RVCP) in which the strategic partners are Rainforest Alliance and Save the Children, and the other four consortium partners are services providers. Hivos is a strategic cooperation partner. Strategic cooperation partners become visible when joint cooperation funds are utilized in the multi-actor initiative. AGEXPORT has a successful visibility strategy, an online media platform, and it achieves a strong presence and positioning of its own brand that goes beyond the business chains to profiling as a leading institution within the Guatemalan private sector for non-traditional exports in diverse sectors, services and products. The Hivos logo is included much of the communications relating to the green businesses and entrepreneurship in the products and communication strategy of AGEXPORT.

A weakness of this multi-actor initiative has been the communication between AGEXPORT and Hivos. The channels between the two parties were inadequate. There was also a lack of information among some of the stakeholders (specifically Hivos' regional partners) leading to misconceptions.

There is also a perception that Hivos lacks a clear strategy on how to make its leadership and brand on green business and green entrepreneurship more visible. This perception may have been exacerbated by the lack of continuity in the Guatemala-based Hivos Programme Officer. This is an issue that

requires internal discussion. There is also no clear agreement yet on intellectual property issues or ownership of some of the products and methodologies being developed by AGEXPORT, Hivos and other organizations (e.g., 'bio-fabricas' for the production of liquid and solid fertilizers, methodology for eco-enterprises and economic empowerment of women).

D. Risks, gaps and challenges during the implementation phase:

- There have been no clear statements and agreements within RVCP regarding additional fundraising and new opportunities for institutional financing. Some of the actors have assumed responsibility and leadership for new programmes that run parallel to RVCP. There is a risk that RVCP will now be lower in their priorities. Clearly stated institutional commitment to and investment in the common objectives and goals is essential.
- There is a potential for conflicts of interest and bottlenecks because the AGEXPORT, Rainforest Alliance and Save the Children are playing different roles in different consortia. They also have to focus more on their own (bigger) projects, which puts a lot of stress on their personnel and institutional resources.
- Simple mechanisms are needed to enable participation and resolution of conflicts of interest to improve decision-making, identification of priorities and collective action.
- The leader of a multi-actor initiative has to invest considerable time investment for dialogue, consultation and creating consensus between the actors and in facilitating bilateral relations. Coordinating with RVCP actors, each with specific roles, and some with complex decision-making structures in their own organizations is demanding.

CONCLUSIONS

This case study has provided an opportunity for a first review of the RVCP multi-actor initiative to date. More frequent and regular reviews would enable timely adjustment of methodologies, processes and interventions strategies, taking into account the local and global context for the value chains and rural development processes in the intervention area. Multi-actor initiatives require leadership from an institution with a clear strategic vision and a solid methodology and instruments to implement this. Moreover, collaborative alliances are stronger when actors have had previous experiences of working together and share a common starting point. However, developing a shared strategic vision requires sufficient time and space. Below are some transferable lessons learnt from the RVCP multi-actor initiative and some recommendations for Hivos and other actors in future multi-actor initiatives.

Lessons learnt and recommendations

- Often, in multi-actor initiatives, the emphasis is on action and there are few moments for reflection, conceptualization, review, and striking balances or filling gaps. It is necessary to create dialogic spaces for the construction of a common perspective and vision.
- There should also be a specific space within multi-actor initiatives to ensure that consensus and commitments to decision-making responsibility are shared among the main stakeholders. It should be made clearer that the type of decision-making can vary depending on the type of contract and the role that each actor has within the project.
- The main consortium partners have experience with strategic planning processes within their own institutions, but it is necessary to strengthen capacities on how to formulate a strategic plan that reflects multiple visions. Progress has been made, but strengthening these capacities will facilitate processes. Strengthening capacities to manage and facilitate multi-actor initiatives and negotiate with multiple actors is necessary, especially for Hivos' Programme Officers.
- In order to avoid bottlenecks and subsequent difficulties during the implementation phase it is crucial to create spaces for in-depth discussions regarding the concepts underlying the main strategies of the RVCP and other strategies under construction, such as the specific methodologies and models that Hivos and AGEXPORT are formulating around eco-enterprises, green entrepreneurship and economic empowerment for women.
- Capacity building on monitoring and evaluation should be considered a continuing issue. This demands constant follow-up, knowledge and learning processes, not only of the project itself but also of the dynamic, functioning and outcomes of the consortium or multi-actor system.
- Actors must strengthen relations among themselves, and beyond the consortium with other donors and a wide diversity of actors. Hivos should make more efforts to identify additional possible partners for fundraising opportunities. Increased interest in the private sector as one of the strategic partners in international cooperation programs is bringing new opportunities and donors to the table. One of the main challenges for Hivos is to facilitate this convergence among different stakeholders with common objectives around the

green entrepreneurship initiatives for new opportunities of joint fundraising, with a clearer role and leadership.

- Hivos must adopt a more strategic role in multi-actor initiatives to enhance its contribution to impact, up scaling and transformative change. Within the green business and entrepreneurship domain, Hivos must improve its leadership as implementing partner and/or facilitator and advisor. The updated strategy between AGEXPORT and Hivos is a step in this direction.
- AGEXPORT and Hivos should develop a common view on rural financial services and energy efficiency initiatives in rural value chains. These are topical subjects that call for innovation and experimentation within the perspective of a green economy. Innovation is not a problem, but there is a question of who should fund innovation processes - the state, international cooperation actors and/or the private sector?

- In the field of green economy, Hivos often raises the bar, and goes one step further than the ideas of local stakeholders and other cooperation agencies. AGEXPORT is a suitable partner to experiment with and encourage new methodologies and models within the private sector and with small producers' organizations and SMEs. Nevertheless, it is not easy to find openings in a local context where the integration of environmental issues in rural value chains is difficult due to high rates of exclusion, inequality and lack of public investments in the agricultural sector beside a fragile environment. Proven methodologies and strategies and a market-oriented value chain approach for the promotion of green businesses are required in order to foster convergence among different stakeholders.

For the people

ANNEX 1: DEFINITION OF A MULTI-ACTOR INITIATIVE

"A Multi Actor Initiative (MAI) is a large scale programme in which actors from different spheres (i.e. civil society, private sector, government) come together to address a common problem. The initiators of the MAI have agreed on a common goal, results and strategy to reach these, based on a careful analysis of the problem to be addressed. Other actors involved do not necessarily (explicitly) subscribe fully to the analysis and strategy, but they have expressed an interest to contribute to certain aspects of the Initiative. To reach the goal, the actors depend on each other's activities and results and therefore a coordination structure has to be in place. Initiators and other actors can be (existing or new) CSO partners, but also commercial parties, governmental bodies or others (e.g. media)."

Hivos/TEC Memo 11.15 dated 28 April 2011, entitled 'Format Concept Note Proposal MAI.

ANNEX 2: ACTORS IN THE RVCP CONSORTIUM*

CATEGORY	DESCRIPTION
Prime applicant	<ul style="list-style-type: none"> • AGEXPORT
Main Strategic Partners	<ul style="list-style-type: none"> • Save the Children. Organizing producers living in poverty. Associative practices. Nutrition and food security
Strategic Allies	<ul style="list-style-type: none"> • Rainforest Alliance. Environmental management throughout the whole RVCP. • INCAP. Nutrition and food security • Vital Voices. Gender equity and rural women’s leadership • PIPAA. Technical assistance GAP. The Integral Program for Agricultural and Environmental Protection (-PIPAA- for its English acronym), is an accredited program by the Ministry of Agriculture, Livestock and Food (MAGA), to provide inspection services and sanitary and phytosanitary pre-certification to unprocessed foods). • Exporting companies. • SOTZIL. Cultural identity • IICA. Knowledge management • GENESIS EMPRESARIAL, BANRURAL, ASDIR, Access to funding, financial services • Academic institution. Applied research. IARNA
Potential beneficiary partners	<ul style="list-style-type: none"> • More than 30 producer organizations specializing in the 3 relevant chains of horticulture, coffee and handicrafts.
Providers of technical assistance and BDS	<ul style="list-style-type: none"> • More than 30 providers willing to participate in Value Chains
Strategic Cooperation partners	<ul style="list-style-type: none"> • Hivos has approved a project of Access for Financing and Green Businesses for an amount of US\$ 1.2 million, which will be used to support strategic activities of RVCP in the municipalities prioritized by USAID:

*Adapted from: AGEXPORT. Rural Value Chains Project, RFA-520-22-000003. Modification 2.

ANNEX 3: ACTIVITIES OF HIVOS' REGIONAL PARTNERS

CEDECO has developed the Cambio 2 methodology, recognized by Gold Standard and BCS Oko Garantie at international level, as a label for agricultural products low in carbon. This label has begun to position itself in the voluntary carbon markets in Europe and United States. Hivos and AGEXPORT now have a more clear agreement to work together to measure carbon footprints of vegetables and coffee production in coordination with CEDECO.

BUNCA has experience in the integration of energy efficiency and renewable energies in the rural value chains. BUNCA has positioned itself as an actor with potential capabilities for developing strategic alliances that span private and public sectors; in addition, it has a wide network of renewable energy developers and services providers in the region. AGEXPORT recognizes that it does not have sufficient expertise to develop a component focused on renewable energy services and that an alliance with BUNCA could bring interesting innovations to the green business initiatives in the Western Highlands. But more exploration is needed. When RVCP's adjusted strategy was formulated, it was apparent that

it would be difficult to involve BUNCA because the intended value chain (Ashdinqui micro hydro system) was not ready. With Hivos' support, AGEXPORT has strengthened its Environmental Management Unit by hiring an environmental engineer with the expectation to strengthen the interlocution and dialogue on these subjects.

When AGEXPORT and the members of the RVCP consortium were designing the RVCP project (2010/2011), Hivos/BUNCA were designing the "Energy and Poverty Programme for Central America" (PREPCA for the Spanish acronym)⁷, and after that, the Energy and Poverty Fund for Central America (FOCAEP, for the Spanish acronym). For BUNCA, the methodological focus of AGEXPORT on value chains and green businesses was greatly attractive and complementary to the initiatives that it was formulating for small and medium enterprises and small-organized producers on the sustainable energy and energy efficiency sectors. BUNCA was very interested to coordinate work and exchange information with AGEXPORT regarding the productive uses of renewable energy.

⁷ This Programme became on 2013 the "Energy and Poverty Fund for Central America" (FOCAEP, for its Spanish acronym), managed directly by Hivos and BUNCA.

ANNEX 4: DOCUMENTS REVIEWED

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- AGEXPORT. Rural Value Chains Project -Document Project-. Annex X. Management and Staffing Plan.
- AGEXPORT. Rural Value Chains Project -Document Project-. Annex XI. Past Performance Chart JUNAM Consortium.
- AGEXPORT. Rural Value Chains Project -Document Project-. Annex XII. Development Communication of JUNAM Consortium.
- AGEXPORT y VITAL VOICES. Política de Equidad de Género y Empoderamiento Económico de la Mujer – Proyecto Cadenas de Valor Rurales. USAID/AGEXPORT. Guatemala, octubre, 2012.
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- Amex International, DevTech Systems. USAID/Guatemala final Performance Evaluations for Four Economic Growth Office Projects. Final Report. October 25, 2012. (Accessed September, 2013) <http://rmportal.net/groups/cbnrm/cbnrm-literature-for-review-discussion/usaids-guatemala-final-performance-evaluations-for-four-economic-growth-office-projects/view>

ANNEX 5: LIST OF INTERVIEWS

(conducted by local consultant, Julieta Hernández)

NAME	ORGANIZATION / POSITION	PLACE AND DATE
José María Blanco	BUNCA, Executive Director	Skype interview, 16/8/2013
Iván Buitrón Vivian Villegas Carlos Urizar Krista Bocanegra	AGEXPORT Director Development Division Environmental Unit, Coordinator Business Chains Programme, Coordinator Environmental Unit Junior Specialist	Guatemala city, 19/8/2013
Francisco Fonseca	CEDECO, Executive Director	Skype interview, 20/8/2013
Jamuna Ramakrishna Dineke van den Oudenalder	Hivos Hivos Learning Senior Adviser Hivos Regional Office for Central America, Director	Skype internal meeting, 20/8/2013
Juan Pablo Solís	Hivos, Green Entrepreneurship PO, for Bolivia Regional Office (actual) and former PO for the MAI/AGEXPORT in 2012	Skype interview, 20/8/2013
Pablo Alvarez	Hivos, Green Entrepreneurship Programme Officer	Skype interview, 21/8/2013
Ariana Araujo Resentera	SEFAS Coordinador Programme Hivos/CDR	Skype interview, 21/8/2013
Iván Buitrón Vivian Villegas Carlos Urizar Krista Bocanegra	AGEXPORT Director Development Division Environmental Unit, Coordinator Business Chains Programme, Coordinator Environmental Unit Junior Specialist	Guatemala city, 22/8/2013

Second round of interviews with the main partners of the RVCP multi-actor initiative, with local consultant (J. Hernandez), Hivos Senior Advisor (J. Ramakrishna) and Green Entrepreneurship Programme Officer (P. Alvarez).

NAME	ORGANIZATION / POSITION	PLACE AND DATE
Pablo Alvarez Jamuna Ramakrishna	Hivos. Internal meeting with local consultant	Guatemala, City, 2/9/2013
Iván Buitrón Vivian Villegas Carlos Urizar Krista Bocanegra Alejandro Santos	AGEXPORT Director Development Division Environmental Unit, Coordinator Business Chains Programme, Coordinator Environmental Unit Junior Specialist Rainforest Alliance Coordinator Programme	Guatemala city, 2/9/2013
Glenda de Paiz Iván Buitrón	USAID Rural Value Chains Project Officer AGEXPORT, Development Division Director	Guatemala City, 3/9/2013
Manolo Mazariegos	INCAP Representant	Guatemala City, 3/9/2013
Dina de Dios María Pacheco Connie de Paiz Iván Buitrón Vivian Villegas	VITAL VOICES Executive Director Board of Directors member Board of Directors member AGEXPORT, Development Division, Director AGEXPORT, Environmental Unit Coordinator	Guatemala City, 3/9/2013
Jaime Díaz	Competitiveness National Programme of the Government of Guatemala	Guatemala City, 3/9/2013
Representants of Progresar Foundation in El Quiché	Programme Coordinator AGEXPORT staff for the Business Chains Programme	El Quiché, western highlands, 4/9/2013
Representants of APRODEFI, in community of Xix, El Quiché	Programme Coordinator of the Organization and members of the Board of Directors AGEXPORT staff for the Business Chains Programme	Chajul, El Quiché, western highlands, 5/9/2013
Meeting for presentation of the preliminary results and conclusions of the case study:	AGEXPORT	Guatemala City, 6/9/2013
Luis Godoy Iván Buitrón Carlos Urizar Vivian Villegas Krista Bocanegra Ron van Meer Pablo Alvarez Jamuna Ramakrishna	Executive Director Development Division Director Business Chains Programme Coordinator Environmental Unit Coordinator Environmental Unit Junior Specialist Hivos Programme Officer for the MAI/ AGEXPORT Hivos Green Entrepreneurship Programme Officer at Regional Office for Central America Learning Senior Adviser	

ANNEX 6: AGEXPORT ONLINE INFORMATION PLATFORM



Link: <http://www.encadenamientoempresariales.com/Portal/Home.aspx>

ANNEX 7: AGEXPORT, BUSINESS CHAINS PROGRAM METHODOLOGY



Link: <http://www.encadenamientoempresariales.com/Portal/Home.aspx?secid=1707>

ANNEX 8: "CAMBIO 2" CARBON CERTIFICATION INITIATIVE IN CENTRAL AMERICA, CEDECO AND HIVOS



Links:

<http://cambio2.org/>

Gold Standard and Cam(Bio)2 Climate Smart Agriculture for smallholder coffee farmers in Nicaragua:

<https://central-america.hivos.org/activity/>

[gold-standard-and-cambio2-climate-smart-agriculture-smallholder-coffee-farmers-nicaragua](https://central-america.hivos.org/activity/gold-standard-and-cambio2-climate-smart-agriculture-smallholder-coffee-farmers-nicaragua)

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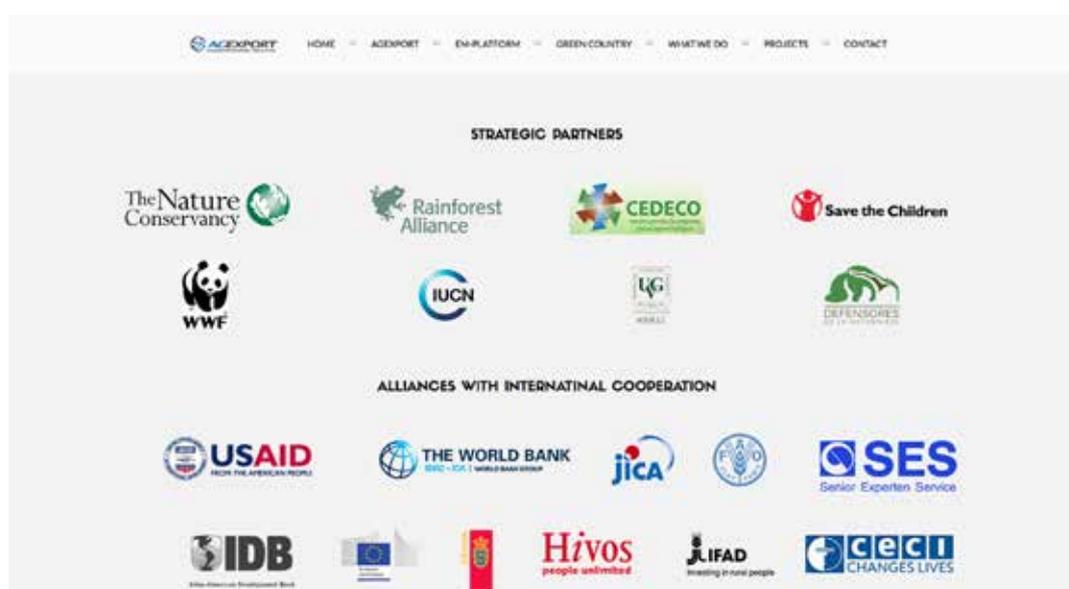
CONTACT



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OUTSTANDING STORIES

ANNEX 9: AGEXPORT'S ALLIANCES AND MULTI-ACTOR RELATIONS (2012)



GROSEN, JAKOB. Green Growth in Practice. Lessons learnt from promoting eco-enterprises in Honduras and Guatemala. DANIDA Regional Environmental Programme (PREMACA), March 2012.

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Colophon

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