



Agricultural and Non-agricultural Collectives Regarding SFTW Programmatic Framework in Guatemala

Literature Review

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ACRONYMS

ADIPP	Asociación de desarrollo Integral de Productores de Pachay (Pachay Producers Integral Development Association)
AGEXPORT	Asociación de Exportadores de Guatemala (Guatemala Exporters Association)
APROMAC	Asociación de Productores de Mora de Agua Caliente (Agua Caliente Blackberry Producers Association)
ASODERE	Asociación de Desarrollo Empresarial Rural la Estancia (La Estancia Rural Business Development Association)
ASPROPA	Asociación de productores de Aldea Pamumus (Pamumus Village Producers Association)
BPM	BPM Buenas prácticas Agrícolas (Good Agricultural Practices)
CADER	Centros de Aprendizajes de Desarrollo Rural (Rural Development Learning Centers)
COMUSAN	Comisión Municipal de Seguridad Alimentaria y Nutricional (Municipal Commission for Food and Nutritional Security)
CNB	Currículo Nacional Base (National Basic Curriculum)
CVCA	Análisis de Capacidad y Vulnerabilidad Climática (Climate Vulnerability and Capacity Analysis)
DEFOCE	Departamento de Fortalecimiento a la Comunidad Educativa (Strengthening the Educational Community Department)
DEMI	Defensoría de la mujer indígena (Ombudsman for Indigenous Women)
DMM	Dirección Municipal de la Mujer (Municipal Directorate for Women)
EAN	Educación Alimentaria y Nutricional (Food and Nutrition Education)
ENCA	Escuela Nacional Central de Agricultura (National Central School for Agriculture)
FODIGUA	Fondo De desarrollo Indígena Guatemalteco (Guatemalan Fund for Indigenous Development)
ICTA	Instituto de Ciencia y Tecnología Agrícola (Institute of Agricultural Science and Technology)
IICA	Instituto interamericano de cooperación para la agricultura (Inter-American Institute for Cooperation on Agriculture)
INE	Instituto Nacional de Estadística (National Statistics Institute)
INCAP	Instituto de Nutrición de Centro América y Panamá (Institute of Nutrition of Central America and Panama)
IUMUSAC	Instituto Universitario de la Mujer de la Universidad de San Carlos (University Institute for Women, San Carlos University)
H&M	Hennes & Mauritz
LB	Línea de base (Baseline)

LAE	Ley de Alimentación Escolar (Schoolchildren Feeding Bill)
LeyDem	Ley de desarrollo económico de las mujeres (Economic Development for Women Bill)
MAGA	Ministerio de Agricultura, Ganadería y Alimentación (Ministry of Agriculture, Livestock and Food)
MINECO	Ministerio de Economía (Ministry of Economy)
MINEDUC	Ministerio de Educación (Ministry of Education)
MSPAS	Ministerio de Salud Pública y Asistencia Social (Ministry of Public Health and Social Assistance)
OPF	Planes familiares de manejo de terreno y vivienda –PFMTV (Land and Household Management Family Plans)
PNF	Proyecto Nutriendo el Futuro (Nourishing the Future Project)
PH&M	Proyecto H&M (H&M Project)
SAN	Seguridad Alimentaria y Nutricional (Food and Nutritional Security)
SESAN	Secretaría de Seguridad alimentaria (Secretariat for Food Security)
SEPREM	Secretaría presidencial de la mujer (Presidential Secretariat for Women)
SftW	Ellas alimentan al mundo (por sus siglas en Inglés) (She Feeds the World)
USAC	Universidad de San Carlos de Guatemala (University of San Carlos of Guatemala)

I. INTRODUCTION AND BACKGROUND

Researching the agricultural and non-agricultural collectives with which it has been working during the past 7 years, CARE Guatemala sought to identify the main lessons and findings of the participation of these groups in regard to the 6 working areas of She Feeds the World (SfTW) programmatic framework as well as the Gender Equality Framework.

In response, a document review was carried out including mid-year and annual progress reports, final project reports, baselines, intermediate and final evaluations, among other SAN-related research studies, systematization of experiences, training modules, letters and agreements subscribed by the projects. In addition, group and individual interviews with more than 50 people representing agricultural and non-agricultural groups and focal points of institutions linked to the projects were also held. These projects have developed successful experiences with 18 formal and informal collectives (cooperatives, associations, committees formal and informal mixed {women and men} groups).

The findings focus on four specific projects of the Women's Economic Empowerment Program: Nourishing the Future funded and implemented in Partnership with CARGILL in Phase I and II, and the Empowering Small Rural Women Producers project implemented with H&M Foundation funds in Phases I and II. These projects have developed successful experiences with 18 formal and non-formal collectives (cooperatives, associations, committees, mixed (women and men) as well as women's groups).

The following pages describe the findings of the projects that were object of study by the document review, sorted by each SfTW change area through the following identification for each: a. PNF-I: Project Nourishing the Future Phase I; b. PNF II: Project Nourishing the Future Phase II; c. PH&M-I: Empowering Small Rural Women Producers project, Phase I; and d. PH&M-II: Empowering of Small Rural Women Producers, Phase II.

II. Summary of evidence produced by CARE Guatemala regarding the capabilities of agricultural collectives to contribute to SfTW areas of change, categorized by each area of change.



2.1 Empowerment of Women

- PNF-I conducted a qualitative approximation study of its scopes and to delve into the knowledge related to perceptions and practices of production, marketing and feeding of producers (women and men), emphasizing two categories of analysis: gender equity and women's empowerment and inclusion and characteristics associated to value chains. The report proved the challenges, fears and limitations faced by women and demonstrated the changes they have had regarding their safety, mobility, supporting links, recognition of their work and motivation. (PNF-I Qualitative Assessment Report 15-25).
- PH&M-II developed training processes to strengthen women's personal empowerment, focused on increasing their self-esteem, decision-making and leadership, among others, which were applied to 93% of the organizations that constituted the project's direct population and 598 women from the Guatemalan Fund for Indigenous Development (FODIGUA). These actions contributed to the systematization of a module with basic contents for women's personal empowerment and to scale-up the experience to other collectives and governmental organizations at the national level. (Personal Empowerment Training Activities Report and Personal Empowerment Module and H&M Project Personal Empowerment Module).

- In NFP-II, a total of 633 women participated in various productive chain links: green beans, blackberries and micro-enterprises. Close to 42,874 working days were generated and payment per working day for women in these productive activities increased to US\$4.6 per day, via the promotion of awareness-raising activities with producer organizations and business partners of value chains to take into account fair wages for the economic activities carried out by women. (PNF-II Final Quantitative Assessment Report, pg. 45).
- PH&M-II, upon closing its third year, its final evaluation identified significant changes in regard to women's empowerment, 97% said they are part of financial decision-making in the household (58% increase with respect to the LB). A total of 17% of women decreased the time they spent on their unpaid domestic activities per week, and 17.4% is the result that reflects women's participation in formal and informal civil society groups, where they can make decisions, compared to 0% reported in the LB. (PH&M-II Final Project evaluation / PH&M II Third Year Report).



2.2 Women's Access to Productive Resources

- PNF-I involved 356 women producers in three productive chains (blackberries, green beans and snow peas for exportation); women's production was stimulated and they were facilitated technical advice as well as agricultural supplies during productive cycles. In addition, 200 women producers from three associations received agricultural supplies according to the needs of each chain and a seed capital for Q 242,250.00, (US\$31,875.00). With this support a yield of 418.44 MT/ha (Condition of K'aqchikel Women in Value Chains Report, at the end of PNF-I project).
- PH&M-II generated an investment of 59,137 Euros, providing supplies and technology for production, to 10 women's organizations in four value chains: Processed and packaged goods, oyster mushroom production, vegetable and textile production. Investments include delivery of macro tunnels for transition from conventional to organic production of green beans; equipment and tools to strengthen honey and mushroom production. As a positive effect, at the end of the project, 98% of women were able to increase revenue by an average of USD 8.86 per day, compared to USD 3.34 reported in the BL. (PH&M-II Progress Reports Year 2, Year 2.5, Year 3; PH&M II Final Assessment and Investment Records in Organizations and Reports from specialized consultants).
- NFP-I provided technical assistance and training to 755 persons from five agricultural organizations (47% women). It facilitated more than 10,000 technical consultancies during 57 production cycles and the families adopted at least 4 technologies for agricultural production (PNF-I report, regional final evaluation year 3, Page ii).
- NFP-II promoted the implementation of climate-resilient agricultural and natural resource management practices, where producers -women and men- used at least 3 practices (agroforestry, revegetation and reforestation, improved seed use, irrigation technologies and soil conservation), achieving a significant increase of 30% to 50% at the end of the project. In this case women had an increase of 76% and men of 45% (PNF-II Regional Assessment Report, p. 22).
- PH&M-II focused its actions on training processes, technical and specialized advice for women and their organizations. At the end of year 3, 79% of them increased their capability to carry out their economic activities, compared to 28%, indicated by the LB, achieving an increase of 51% (PH&M-II Final Assessment Report, p. 3).

- During PH&M-II's third year, two modules were validated to strengthen personal empowerment and business development of women entrepreneurs and producers which, during the life of the project, were built based on the development of workshop training sessions (with 1,490 women). These products were mediated and validated, responding to identified training needs and to women's experiences. (Validation Reports/Training Processes Reports and Diagrammed Modules).
- PH&M-II, in coordination with leaders of the MAGA Gender Unit, carried out the mediation and validation Chapter No. 2 of the Gender Inclusion Guide for Sustainable Agriculture Initiatives Adapted to Climate Change for Guatemala, ASAC, (for its Spanish acronym), developed by the International Center for Tropical Agriculture, CIAT, (for its Spanish acronym) and MAGA. This material aims to be adopted by 340 MAGA extension agents. The first dissemination exercises were conducted with the Rural Extension Teams from two departmental headquarters. The MAGA Gender Unit assumed responsibility for multiplying the process in other locations. (PH&M-II Progress Reports Years 2.5 and 3 - Guidelines for Gender Inclusion in ASAC-Mediation Initiatives for Extensionists).



2.3 Women's Access to Inclusive Markets

- PNF-I regarding access to markets, upon completing year 2, achieved commercial agreements and alliances for five producer (women and men) organizations: ASODERE, ADIPP, ASPROMIEL/ASPROPA, APROMAC and Horizonte with the following commercial enterprises SIESA, Grupo CEIS, APAC, Total Fresh, Planesa and Rio Bravo (PNF-I, Year 3 Report Into 30 months, Pg. 5 / PNF-I Year 2 Report Into 24 months, Pg. 8). Upon completing year 3, it had registers of income generated for production sales for \$1,081,665 itemized by productive chain. (PNF-I Final Regional Evaluation Final Report, Pg. 27).
- PNF-I developed actions of productive and commercial chains and as a result, the monthly per capita household income increase was achieved reaching USD 215.69 (118% in relation to the LB). This income covered at least 83% of the monthly minimum income for a family in extreme poverty requiring at least USD 261.05 for a minimum consumption of 2,362 calories for a rural five-member family in Guatemala, according to data from the National Living Conditions Survey, ENCOVI, (2011) (For its Spanish acronym). (PNF-I Final Regional Assessment Year 3 Report, p. 14).
- NFP-I, as a result of the strategy of increasing income for farming families, based on the increase in crop quality and volume, adoption of technology to improve competitiveness and access to safe markets, generated a total of 139,370 workdays during 57 production cycles, with an average salary of \$5 per day, of which 31% (43,205 labor days) were held by women. Fees for women were \$4.6 per day, reporting an 84% increase in relation to data collected at the start of the project. (PNF-I Final Regional Assessment Report Year 3, p.ii).
- PH&M-II, as a part of the strategy to link women producer organizations to the Schoolchildren Feeding Program, PAE, in Coordination with the MAGA Gender Unit, Chimaltenango Headquarters and the University Institute for Women (IUMUSAC); developed the course: Women Producers Activating the Local Economy Linked to the Schoolchildren Feeding Program, aimed at 35 producers from Chimaltenango. In addition, the organization of a departmental NETWORK of producers was defined to ensure their permanence in PAE-. (PH&M-II Progress Year 3 Report and "Women producers Activating the Local Economy Linked to the School Feeding Program Course Report and Letter of Understanding MAGA-IUMUSAC-CARE/ Letter of Understanding CARE-MAGA-IUMUSA).



2.4 Improving Nutrition

- Regarding Food Security, NFP-I made important progress in improving food intake; families are eating healthier meals and covering different food groups. Regarding the diversity in household diet, a score of 7.53 was reached, increasing initial data by 1.07 points. Additionally, upon strategically integrating sensible and specific nutrition actions the diversity of families' diets increased by 68% compared to the baseline, with women increasing their daily consumption of high nutritional value foods (PNF-I Final Assessment Report, p. 108 / PNF-I Regional Final Assessment Report p. 10).
- In relation to families reporting days of food insecurity, a 60% reduction was achieved with respect to the baseline (5 days). To reduce this indicator, more than 10,000 home visits were made to 2,298 families of women and men producers and to families at risk of food and nutritional insecurity. Through the "Learn Doing" methodology (PNF-I Final Regional Assessment Report, p. 11-13).
- Three studies were prepared as part of the strategic actions framework carried out by PNF-I to improve food and nutritional security based on evidence: a. Frequency of Food Groups Study (one week), b. Household Diet Quality Study in households of women and men producers in food insecurity conditions and c. Anthropometric Study evaluating the physical condition of the population covered using the Anthropometric Census Methodologies in students where the project was implemented (PNF-I Year 3 Upon 30 Months Report, p. 6; PNF-I Quality of Diet Study, PNF-I Anthropometry Report).
- One of PNF-I successful strategies to improve SAN, was the implementation of Family and School Orchards. Within 30 months of the project, 1,114 family gardens were registered in coordination with municipal links. At the school level, 25 orchards involving 2,398 schoolchildren (960 girls) participated (PNF-I Year 3 Upon 30-Month Report, pg. 7; and PNF-I Year 2 Upon 24 Months Report, pgs. 9 and 10).
- In addition, through Nutritional Food Education, EAN, school teaching staff were trained, schools for parents from the same schools were created and facilitated by Nutrition students from San Carlos University (USAC). Six guides providing teaching support in nutrition and food were developed for the primary level of the formal sector in Guatemala in coordination with MINEDUC, USA-, INCAP and CARE. (PNF-I Year 3 Upon 30 Months Report, p. 7; PNF-I Final Assessment Report, pg. 104 and Teaching Guides 1 through 6 with Schoolchildren Food and Nutrition topics).
- At the end of its third year PNF-II reached 11,612 schoolchildren through EAN inside the classroom, (5,933 boys and 5,679 girls), who adopted best practices in food, nutrition and hygiene. 89% of schoolchildren gained greater knowledge on food and nutrition, hand washing, healthy lifestyles, importance of physical activity and safe water consumption. (PNF-II Year 3 Upon 36 months, pg. 10 and PNF-II EAN Report 2018).
- PNF-II reached 3,807 families (3,335 mothers and 472 fathers) who participated actively in guidance activities to adopt good, balanced feeding practices. 85% of the families consumed more than 7 food groups, 84% of women consume 5 out of 8 food groups and 89% of households increased their knowledge of food, nutrition, hygiene, water and basic sanitation. (PNF -II Year 3 Upon 36 Months Report, pg. 10).



2.5 Social Protection

- PNF-I focused its efforts on schools located in the vicinity of CARGILL's operating plants, neighboring the Zone 3 landfill in Guatemala City where girls, boys and their families struggle to find the means to survive. In response to this condition, processes for raising awareness among mothers and fathers through Schools for Parents were implemented, promoting children's rights, with an emphasis on reducing child labor and exploitation, abuse and violence, with a significant achievement by decreasing children's working hours in the aforementioned landfill to 0.5 and 1.2 hours per day (a reduction of 87%). Reported cases also reduced by 44.4% out of the 1,113 reported at the start of the project. (PNF-I Final Assessment Report, pgs. 21 and 104).

Finally, another result considered important among this population participating with PNF-I, is the reduction by 20% of acute malnutrition, considering that one out of 10 persons is underweight and by 2016, only two out of ten children presented chronic malnutrition.



2.6 Multiplying Impact

- The NFP and H&M projects in their different phases have forged inter-agency relationships and alliances with Governmental and Non-Governmental Organizations, the Academy and the Private Sector, with whom they have worked in a coordinated and strategic way to multiply impact and, at the same time, seeking the necessary sustainability and advocacy to expand the opportunities of agricultural and non-agricultural collectives. Among these organizations we find: SESAN-, MINEDUC, MSPAS, MAGA, MINECO, SEPREM, DEMI, FODIGUA, ICTA, ENCA, IUMUSAC, INTECAP, INCAP, Municipalities, AGROVISION, AGEXPORT, IICA, University of San Carlos de Guatemala –USAC and Galileo University, among others.
- PNF-I supported a follow-up process of two Sentinel Sites¹ in coordination with SESAN and COMUSAN, which are located in the semi-arid corridor of Chimaltenango. Accompaniment was provided to the response plans to food insecurity, to monitoring productive areas impacted by the prolonged midsummer dry-spell and to the impact of phytosanitary pests due to climate variability effects (PNF-I Final Assessment Report).
- PNF-I and MSPAS strengthened the capabilities of health personnel in food and nutrition education issues, a process transferred during guidance sessions to mothers whose children were in the 1000-day window² and at risk of INSAN (Food and Nutrition Insecurity for its Spanish acronym). This EAN strategy had a multiplier effect, impacting more than 175 communities and improving nutritional practices among 3,636 families in San Martín Jilotepeque (59%) and San Juan Comalapa (41%) with indirect intervention (PNF-I Final Regional Assessment Report, p. 29).
- PNF-II established a strategic alliance with MINEDUC and MAGA and integrated the National Round Table Promoting the adoption of the Schoolchildren Food Act, LAE, (for its Spanish acronym) by Congress. This law³

¹ A tool to monitor livelihoods of populations vulnerable to Food and Nutritional Insecurity, INSAN, and an early identification of triggers that might cause food deficiency, diminish purchasing capacity and health and nutrition problems (Sentinel Sites in Guatemala, Bulletin No. 1. –SESAN-, May 2014).

² According to the Pan American Health Organization, the 1000 Day Window is a health and nutrition package that seeks to ensure for mothers and their children prenatal care, qualified childbirth care, good food practices including breastfeeding, adequate feeding for minors, vitamin and mineral supplements and treatment for acute malnutrition, among others.

³ Decree No. 6-2017 School Feeding Bill aims to increase by more than 100% investment of school meals/student. PAE (for its Spanish acronym) is a potential to energize local economies since it stipulates that 50% of the total earmarked goods for meals should be purchased from local farming families.

responds to the need to guarantee the human right to adequately feed schoolchildren. Estimates point it will benefit more than 2 million school-age children, and additionally help to boost local economies, since local community farming families provide food to schools. (PNF-II Regional Assessment Report, p. 34 and Systematization of CARE's Contribution to the Schoolchildren Feeding Program under Decree #16-2017 School Feeding Act, External Evaluation of the Implementation of the School Feeding Program in Guatemala Consulting Report).

- PNF-II As part of its strategic alliances and capitalizing on human resources, had the support of 450 CARGILL Volunteers who participated in actions and behavior change campaigns in favor of adopting good practices by children and their parents. Some highlights are World Food Day Global Handwashing Day Commemorations, To classes with CARGILL and Others Campaign. (PNF-II Year 3 Upon 36 Months Report, p. 13).
- In Phase II of PH&M-II, three (3) models were generated as part of the experience obtained during 3 years of implementation. This exercise allowed to organize and systematize processes developed with 13 groups of rural women producers and four value chains. It outlines the conditions of entry and exit of the process by key actors -women and men - built on the basis of experiences and dialogues carried out with the project's impact population:
 - a. Model I. Skill development and strengthening capabilities: Focuses on the development of women's personal aspects, according to CARE's Gender Equality Framework in its three main areas, strengthens associations among women to improve production processes.
 - b. Model II. Strengthens economic activities of producers and entrepreneurs: focused on developing economic and personal skills and capabilities, through a process of technification of production and processing mechanisms of primary products and promotion of best practices.
 - c. Model III. Opening up spaces to achieve influence at different levels: in models I and II, processes were implemented directly with women's organizations at the micro and meso level, whilst model III works at the regional and national (macro) level, creating conditions that favor women's economic development through advocacy.
- PH&M-II defined a strategy to accompany the LeyDem Platform, which constitutes the political and strategic framework to promote Initiative No. 5452, Women's Economic Development Act for Congressional approval. The platform has more than 80 women's organizations participating nationwide.
- PH&M-II, provided an enabling environment for the LeyDem Platform, with spaces for discussion, reflection, organization of public events (forums and press conferences), to position this initiative. Amendments have been made to the initial Congressional Committee Review as of September 2020, through a technical round table. (LeyDem Activity Report, LeyDem Communication Campaign Report, and LeyDem Press Bulletins).

III. Brief Analysis Covering Three Areas

3.1. What has CARE Guatemala learned with regard to agricultural and non-agricultural collectives and where is the evidence basis more solid?

CARE Guatemala, through the actions implemented by PNF and PH&M with agricultural and non-agricultural collectives, has identified the importance that economic empowerment projects be designed, implemented and monitored based on integration models, that is, without separating personal empowerment from income generation and food security activities, for example. To the extent that collectives have greater capacity to produce, market and generate income, they require skills to make more equitable decisions related to access and use of

resources, to facilitate the most significant participation of partners, women and men, and to improve their families' quality of life.

Therefore, this exercise proved the importance of promoting gender awareness, affirmative and strategic actions in favor of women, both in collectives made solely of women or men or in mixed groups, since the final assessment results show positive changes in women's participation, leadership, mobility, decision-making and income generation, while men started to identify and acknowledge the women's work and contributions to the family and community economy.

On the other hand, the collective strengthening of women and men producers with regard to training, technical and specialized advice for production and the delivery of non-reimbursable supplies and funds have been key factors in improving the quality and volume of production, facilitating market access and productive chains, which is reflected in the increase in household income by more than 100%.

With regard to the implementation of EAN actions, coordinated with key actors in the governmental sector (MINEDUC-SESAN-USAC-INCAP) and others, to improve food and nutritional security, significant progress has been achieved improving food intake and reducing food insecurity for families.

Additionally, the work carried out in alliances and partnerships, has been significant due to the contributions that, in terms of the provision of resources (human and financial), have allowed to expand the scope of actions towards other actors and spaces. At the same time through the learning and exchange of knowledge and experiences which are generated through inter-agency coordination and multiplication of impact.

Finally, based on the review conducted regarding where CARE Guatemala has the greatest body of knowledge and evidence, with respect to the following SFtW areas of change, the following have been identified: a. Women's empowerment, b. Increasing women's access and control of productive resources, c. Improving food security and nutrition, and d. Multiplying the impact of agriculture through small-scale women producers.

3.2. Where are the SFtF framework areas (i.e., capabilities of agricultural collectives to reduce malnutrition) which are not well documented in CARE Guatemala's evidence base regarding agricultural collectives?

A description of the SFtF areas of change to which CARE Guatemala most contributes with means of verification but must have a greater supporting documentation.

SFtW Area of Change	No. of contributions identified/SFtW area
Empowerment of women	5
Women's access to control of resources	7
Women's access to inclusive markets	4
Nutrition Improvement	5
Promotion of social protection	1
Multiply impact allowing scaling-up changes	6

3.3. What studies and evidence still needs to be collected and performed to ensure that CARE Guatemala fully understands the agricultural collectives that contribute to SFtW Areas of Change?

SfTW Area of Change	Capability of Collectives	Means of Verification	What should be documented better or does not exist?
Empowerment of Women	Women increased leadership, self-esteem, personal and financial decision-making, mobility, greater participation in public spaces and in collectives. (For PNF/PH&M)	<ul style="list-style-type: none"> Baselines and final assessments, progress and activity -PNF and PH&M. Qualitative Evaluation Report PNF-I. Systematization of Personal Development Module PH&M-II. 	<ul style="list-style-type: none"> Description of strategies implemented. Systematization of processes describing methodology, contents, tools used in training processes.
Women's Access to Control of Resources	Collectives acquired revolving funds (seed capital), supplies and technical advice boosting productivity, increasing income and the growth of their businesses /economic activities according to each case. (Applies to both PNF/PH&M).	<ul style="list-style-type: none"> Baselines and final assessments, progress and activity reports both from PNF and PH&M. PNF-I Value Chains Report. Personal Development Module PH&M-II 	<ul style="list-style-type: none"> The strategy to deliver, manage and provide follow-up of productive resources delivered, i.e., revolving fund methodology with a gender focus.
Improving Nutrition	EAN implementation, linking productive activities to increase income, strengthening capabilities and good practices, as well as linking with key SAN actors. (PNF).	<ul style="list-style-type: none"> PNF-I and II Final quantitative and qualitative evaluation. PNF-I and II Progress Reports Diet Quality Study. Teaching Guides 1 to 6 containing Schoolchildren Feeding and Nutrition Issues. PNF-I and II. Anthropometric Reports PNF-II and EAN 2018 Reports. PNF-II, Report Validation of school menus. 	<ul style="list-style-type: none"> Methodological description of EAN strategy and communication for change (step by step and tools). Description of nutrition awareness approach as a comprehensive model of actions implemented by PNF-I and PNF-II. Behavior Change Do -not- do Methodology Report
Multiplying impact to make the scaling-up change possible	Through CARE's partnerships with different sectors and institutions; Government, NGOs, Private Sector and the Academy, agricultural and non-agricultural collectives have expanded opportunities for the commercialization, advocacy and management of services and resources. For example: Advocating for LAE and participation of women leaders in the LeyDem Platform.	<ul style="list-style-type: none"> Baselines and final evaluations, progress and activity reports PNF and PH&M. IPNF-II Schoolchildren Feeding Bill Report I PNF-II Report Implementation of the Schoolchildren Feeding Program PAE Report LeyDem Platform activities Report PH&M II PH&M-II Ley Dem Communication Strategy Report PH&M-II Systematization of Modules H&M II 	<ul style="list-style-type: none"> Definition and description of the intervention strategy with alliances and partnerships. Relationship Strategy. Systematization of links between producers with the Schoolchildren Feeding Program (this exercise links 5 of 6 SFtW areas)

- Building SAN approach intervention models for the community and the education sector levels and/or a model with a sensitive approach to nutrition. Positive results and experiences have been identified on this issue, through the Nourishing the Future project and agricultural collectives, there are revealing contributions to this SFtF area of change.
- Building a value chain model with a focus on gender and women's empowerment. There are interesting exercises in both projects that add value based on the implementation processes.
- Systematization/definition/description of strategies for the approach to women's Empowerment; for Food Security and Nutrition; for the delivery of seed capital and supplies; for productive value chains and for multi-level advocacy and relationships which are indispensable to ensure the programmatic and strategic quality of interventions.
- Updating key reports related to impact multiplication, for example, PAE with producers and LeyDem processes.

3.4. Are there defects and limitations in CARE Guatemala's current studies and investigations on agricultural collectives? If that is the case, how can future investigation studies improve?

- There are good results of validated documents which have been adopted by governmental agencies and other sectors but monitoring and follow-up actions are not identified to provide information regarding the scope they have in the medium and long term, as a result of the multiplier effect.
- The minimum content of CARE's internal reports should be standardized, especially to clearly and concisely reflect project progress and results.
- In the case of reports or documents generated by external consultants, there are improvement aspects (relationship of the objective with the content and result of the project, writing and presentation) to comply with quality standards, which can be suggested by CARE.
- More evidence of actions implemented should be generated, there are significant results found in the intermediate and final reports, but there is no reference to the process-level reports that could support and validate the strategy (methodology and tools) implemented.

IV. Conclusions Other Findings /Recommendations

Conclusions:

- There are sufficient findings that contribute and align to SFtW's areas of change, however, more evidence should be strengthened and sought to allow expanding the information and support related to SFtW's theoretical and practical framework.
- The document review reflects the positive impact on the lives of persons achieved by CARE Guatemala through the NF and H&M projects, especially on the topics of women's empowerment, strengthening technical and business capability, food security and relationships with actors from diverse sectors. However, the gender equality and justice strategy must be more robust as a key factor for a change that will transform the women-only or mixed (women and men) collectives.
- Forging processes with various actors has enabled strengthening of agricultural and non-agricultural

collectives, as well as resource management and the provision of services. In addition, these partnerships expanded the possibilities of intervening in a national bill (Schoolchildren Feeding Act) and to lead mechanisms for the promotion and approval of the Women's Economic Development initiative, both fundamental to ensuring collective-oriented opportunities, from the governmental sector.

Other Findings and Recommendations:

- The SFtW framework presents a number of key tools for different areas of change, which can be guiding references for SAN and economic development related projects in CARE Guatemala, which can be adapted to the context and language.
- In relation to other aspects of which there is no evidence and which are key to contribute to SFtW areas, the following have been identified:
 - a) There is no evidence of specific actions or plans to address gender-based violence in the revised projects. It is an issue that is pending to be included in future interventions.
 - b) There is progress in raising awareness among the men and decision-makers who participated in PNF and H&M, but a sexist and patriarchal culture still persists in the communities where the projects are implemented. In this regard more strategic actions for behavior change and social norms must be implemented, to effectively advance the results (the implementation of methodologies focused on transformative masculinities is suggested).
 - c) No rapid gender analysis was identified, and it is important to identify the differentiated needs of women, girls, boys and men for timely decision-making throughout the cycles of the projects.
 - d) One issue that is not identified in the evidence and is not measured is the reduction of migration as a result of income generation and workdays in communities through the economic activities carried out by agricultural and non-agricultural collectives.