

Strengthening the Agricultural Cooperative Movement at the National Level

1. NAME OF THE PROJECT

“Strengthening the Agricultural Cooperative Movement at the National Level”

Counterpart in Cuba:

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2. DESCRIPTION OF THE LOCAL COUNTERPART

The National Association of Small Farmers (ANAP) is recognized by Article 7 of the Constitution of the Republic of Cuba, and is the organization that represents the social and economic interests of Cuban farmers, encompassing the private property sector of Cuban agriculture, and it has a social, nongovernmental character.

The ANAP was created on May 17, 1961. For more than 52 years, it has guided farmers along the course of socioeconomic development by providing them with representation before the State and society.

It has more than 396,526 members, with only 17% of them women, organized into 3,444 grassroots organizations—Agricultural Production Cooperatives (*Cooperativas de Producción Agropecuaria, CPA*), and Credit and Service Cooperatives (*Cooperativas de Créditos y Servicios, CCS*)—accounting for some 2.8 million hectares of land.

The ANAP plays an important role in representing coop members and farmers, and has contractual relations with different government ministries, institutions and other sectors of society. The ANAP has its own infrastructure, is autonomous in terms of institutional operations, and is self-sufficient, thanks to the social contributions of its members.

Strategic missions of the ANAP

- 1. Defence of the principles of the Revolution over and above any class, collective or individual interest, placing itself with justice in the interest of what is right.***
- 2. The political and ideological preparation of farmers and their families to continue being strategic allies of the working class in the current situation and in the future.***
- 3. To work in terms of international functioning and political and ideological work, differentiating in the interest of food production for purposes that have been prioritized by the policy of our Socialist State.***

Some work objectives

To promote an increase in agricultural production and ensure compliance with production goals, aimed at the self-sufficiency of its members and their families, with the purpose of meeting the food needs of the population and at the same time increasing productions of interest for the national economy, contributing with practices for biodiversity, sustainability, and sovereignty of farm communities.

1. Representing farmers before the authorities of Cuban society.
2. Participating in the formulation of policies and strategies related to agricultural matters and to the sector's production and economy, whose interests it symbolizes.
3. Collaborating and coordinating, with the competent national entities, on technical/productive programs and the social and cultural development that is implemented in rural communities.
4. Promoting the development of ecological agriculture, the conservation of nature, environmental protection, and articulation with institutions, social movements and policies in regard to defending agricultural biodiversity.
5. Promoting mass programs of dissemination and education/training for farmers and cooperativists from the ANAP grassroots organizations and leadership bodies.
6. Promoting and disseminating the experiences of sustainable agriculture among farmers based on their own examples and with their active participation, applying methods of direct, farmer-to-farmer communication.
7. Developing a gender-based strategy by promoting the active role of rural women in society.

3. DESCRIPTION OF THE COOPERATIVE AND PRIVATE FARMER SECTOR

The cooperative and private farmer sector—which is how it is called in Cuba—essentially encompasses the structures of production made up of the Agricultural Production Cooperatives (CPA) and the Credit and Service Cooperatives (CCS), a total of 4,269 grassroots organizations: 995 CPAs, with 48,446 members, and 2,489 CCSs, with 348,080 members.

The cooperative and private farmer sector possesses 2,894,405 hectares of land. The CPAs possess more than 587,878 hectares of land: 535,033 hectares with ownership rights and 52,845 hectares with usufruct rights.

The CCSs possess more than 2,306,526 hectares of land: 930,455 hectares with ownership rights and 1,302,033 hectares with usufruct rights, 14,768 hectares leased, and 59,269 in collective possession.

● **Agricultural Production Cooperatives (CPA)** are voluntary associations of small farmers who join efforts for collective agricultural production, of a socialist nature, on the basis of unifying their land and other means of production. The CPA is an economic and social organization and has autonomy in its management with respect to the State; it has legal status, and carries out its activities within the general interests of society and in line with cooperativist internal democracy and the common work of its members.

● **Credit and Service Cooperatives (CCS)** are voluntary associations of small farmers who maintain the ownership of their respective farms and other means of production, as well as the products they obtain, and they work at the family level. The CCS is an economic entity with legal status and responsibility limited to its assets. The State supports the production of small farmers organized in these cooperatives.

● **Reinforced Credit and Service Cooperatives (CCSF)**

The process of reinforcement began to be consolidated with the CCSs, as a breath of fresh, innovative air that began blowing in the Cuban countryside in 2005, to improve their structures and better organize their work on the basis of higher yields. Of the 2,479 CCSs, approximately 2,460 are reinforced, for a total of 99.233%. Their creation brought with it the formation of an Administrative Board, selecting and training leaders and the administrative team, which now have an administrator, accountant, and representative on the market. They manage their operating account, negotiate their production plans with the Ministry of Agriculture, commercialize their surplus products, and provide farming techniques services to members, etc.

The reinforcement of the CCSs is important for making relations between state entities and small farmers more viable, with a view to improving attention to this sector in the interest of increasing production.

The CCSFs are increasing their contributions in production and in the collection of foods and other agricultural products, and they are also growing in membership numbers as

their family members join, as well as new landholders with usufruct rights who voluntarily decide to do so.

In May 2013, the ANAP carried out a broad, democratic process at every level of its leadership structures, creating a propitious framework so that cooperativists, farmers and their families could chart goals and commitments that would contribute to increase volumes of production, the construction of social projects, and the functioning of their internal life.

Based on this process, the leadership structure used by the CPAs and CCSs until then was eliminated, and a structure was approved that is made up of four professional cadres (president, vice president overseeing production activities, accountant, and ideological organizer) and other non-professional members according to the methodology approved.

Grassroots organizations and members												
Provinc es	Grassroots organizations			CPA members			CCS members			Total members		
	CP A	CCS	T	T	H	M	T	H	M	T	H	M
Pinar del Río	72	237	309	3,966	2,842	1,124	34,711	29,642	5,069	38,677	32,484	6,193
Artemis a	32	107	139	2,800	2,308	492	14,982	12,179	2,803	17,782	14487	3,295
La Habana	0	89	89				8,884	6,798	2,086	8,884	6798	2,086
Mayabe que	33	143	176	2,232	1,870	362	21,057	17,374	3,683	23,289	19244	4,045
Matanz as	59	96	155	3,765	3,021	744	19,262	16,259	3,003	23,027	19280	3,747
Villa Clara	77	225	302	3,326	2,711	615	34,047	29,101	4,946	37,373	31812	5,561
Cienfue gos	33	73	106	1,574	1,217	357	16,204	13,668	2,536	17,778	14,885	2,893
Sancti Spiritus	57	163	220	2,877	2,392	485	26,037	21,192	4,845	28,914	23,584	5,330
Ciego de Avila	52	89	141	3,707	2,936	771	13,028	11,270	1,758	16,735	14,206	2,529
Camagü ey	84	174	258	3,911	3,061	850	23,646	19,270	4,376	27,557	22,331	5,226
Las Tunas	43	118	161	2,746	2,259	487	16,218	13,635	2,583	18,964	15,894	3,070
Holguín	113	301	414	4,439	3,723	716	34,817	29,703	5,114	39,256	33,426	5,830
Granma	113	236	349	4,427	3,321	1,106	31,659	26,541	5,118	36,086	29,862	6,224
Stgo de Cuba	98	225	323	5,953	4,227	1,726	27,844	23,692	4,152	33,797	27,919	5,878
Guantá namo	88	197	285	2,711	2,073	638	23,549	19,531	4,018	26,260	21,604	4,656
Isla de la Juv	1	16	17	12	9	3	2,135	1,801	334	2,147	1,810	337
Total	955	2,489	3,444	48,446	37,970	10,476	34,8080	29,1656	56,424	39,6526	32,9626	66,900

4. SUMMARY OF PRINCIPLE LINES OF WORK AND AREAS OF ACTIVITY IN PAST PROJECTS OF INTERNATIONAL COOPERATION

Since 1993, the ANAP has had broad experience in international cooperation with nongovernmental and governmental organizations and agencies from different countries in Europe, America, and Asia, in addition to maintaining many relations of exchange and being part of international networks such as the Vía Campesina, Coordinadora Latinoamericana de organizaciones del campo (Latin American Coordinating Committee for rural organizations), Movimiento Agroecológico Latinoamericano (MAELA – Latin American Agroecological Movement), Red Latinoamericana de Biodiversidad Agrícola (Latin American Network of Agricultural Biodiversity, CBDC). Some of the areas in which work has been done include the following:

Food Security and Sovereignty

- Diversification of production,
- Electrification of irrigation systems,
- Installation of greenhouses, organoponic gardens, intensive gardens
- Development, genetic improvement, and assurance of the food base of livestock production (production of meat, milk, and eggs)
- Support for restructuring and transformation of sugar cane growing areas

Sustainable Rural Development

- Introduction of technologies for limiting the consumption of imported fuel and agrochemicals
- Agroecological practices (development of the farmer-to-farmer agroecological movement)
- Introduction and application of appropriate technologies (hydraulic generators, rope pumps, water by gravity)
- Production of biological resources (integrated control of pests and crop diseases)
- Animal-drawn vehicles
- Conservation of foods, post-harvest of grains in silos

Community Development

- Basic community services (water, electricity, roads, etc.)
- Construction and repair of housing
- Replacement of earthen floors and thatch roofs
- Construction of community aqueducts
- Development of biogas production
- Construction and repair of locales and combined services (social centers, schools, doctor's offices and homes, children's camps, etc.)
- Preservation of back cultural traditions

Counteracting desertification and drought

- Environmental protection
- Reforestation, Fruit and forestry nursery
- Improvement, conservation and protection of soil
- Utilization of alternative irrigation technologies

Cross-cutting through all projects

- Developing gender equality
- Promoting the ANAP gender strategy
- Improving working conditions for women cadres of municipal ANAP offices
- Boosting women's involvement in different sources of employment
- Raising awareness among men about the importance of supporting women in different activities

Education, training and promotion of human resources

- Educating farm leaders
- Principles and practices of ecological and sustainable agriculture
- Organizational, administrative and business management of cooperatives
- Cooperativism

South-South Cooperation

- Exchange with farmers' organizations from the Dominican Republic, Haiti and other countries

5. PROBLEMS

The need for implementing a training model that responds to the movement's current challenges underlies the methodological and organizational structure of training for cooperativism. While it is true that initially the ANAP, MINAGRI and MINAZ schools played an important role, the current state of the development of cooperativism requires a more coherent and inclusive training system that will facilitate the consolidation of a given entity and of the movement in general.

This assertion is based on the fact that today, and due to the development that cooperativism has attained, problems are appearing that are hindering the development of the cooperative entity as an organization in development, such as:

- The founders of the cooperative entities and therefore the farmers that contribute their land and other means of production for constituting these entities have retired due to their advanced ages, and today these entities have drawn upon farmers and persons from other economic sectors who have joined the

cooperative for different reasons. They do not have that sense of belonging and attachment to the land that they work, and therefore do not appropriate the rural culture that has prevailed for more than 50 years in agriculture, or the entity's organizational culture involving cooperativism.

- Training for cooperativists and leaders of the sector has not been sufficient, and has been carried out while meeting immediate necessities stemming from the work itself, without taking into account a comprehensive training program that would make it possible to train suitable farm leaders to develop their functions.
- To strengthen the training capacity of ANAP, programs are needed for coop members that would make them into the principal subjects of the training, so that the cooperative entity can become an entity that learns and is transformed as a consequence of organizational training.
- Apparently more than half of leaders in this sector have not received training courses; those who have received training have done so in matters that are important but that do not equip them with the necessary tools for leading a cooperative through collective management methods.
- In training programs that are implemented, others who also should be among the beneficiaries of this process are not taken into account, that is, the community, family, and members of social and public institutions who relate to this movement. While it is true that they are not directly associated with the cooperatives, they are influenced by them and in turn have an influence on the entity's development.
- Training programs that are implemented in the province are designed and given by the Provincial Training School of MINAGRI and MINAZ [In Spanish: *Escuela Provincial de Capacitación del MINAGRI y el MINAZ*]. These programs are aimed at all agricultural enterprises in the province (including cooperatives and state enterprises); no specific programs exist that differentiate between the particular characteristics of each organizational form of production.
- Training activities provided by the MINAGRI and MINAZ schools are not executed according to projects but to spontaneous activities, that is, activities aimed at specific objectives of each entity or at instructions that have been issued by the ministries. This works *against the systemic nature of the training process*. Likewise, carrying out training according to activity does not permit the evaluation of the impact of that training on the cooperative entities, and therefore there is no feedback to use as a starting point for planning new training actions for facilitating the improvement of the work of these entities. For this reason, the capacity of ANAP must be strengthened through the creation of new teaching and diagnostic tools to specifically support and enhance the cooperative capacity of CPAs and CCSs.

- Low numbers of women join a CCS as a member, given a lack of information regarding the rights and duties of women and men to encourage them to consciously join.
- A need exists for designing methodological training programs with more of a gender-based approach, where the role of the social woman and the woman leader is recognized.
- A number of very important documents for cooperative entities—such as manuals on agrarian law, accounting, regulations, methodological instructions, and training programs—have not been distributed to them because of a lack of financing to do so.
- The sector does not have a documentation center to be consulted on the historic memory of the organization, productive entities, or model projects carried out by grassroots organizations. Such documents for consulting at any time facilitate the work of these entities and help them anticipate any difficulties that might arise.

This process is a new path that involves:

- Inexperience, on the part of executives and historic leaders as well as the personnel who join to carry out new functions.
- Complexities, given that this new path involves a convergence of factors that can be antagonistic, such as individual property interests and cooperative property; individual management by each farmer and cooperative management; and enterprise activity that ensures thorough compliance with the law.
- Because of its complexity and projection, the process requires an assurance of success, which can only be achieved through the knowledge of all actors involved.
- A low level of knowledge and abilities in the cooperative sector for facing the new challenges for perfecting cooperativism that were approved in the 6th Party Congress guidelines (*lineamientos*).
- Insufficient spaces for training taking into account production and commercialization.
- Low levels of agricultural yields and insufficient diversification of production.
- Commercialization mechanisms do not meet current demand for products from the sector.

6. BACKGROUND

This proposal is an initiative that came out of an exchange of ideas during a workshop held in Havana in December 2011 to create networks among cooperativism leaders in Canada and Cuba, in which experts from both countries participated. Subsequently, four Cuban delegates were invited to travel to Canada in October 2012 to attend the IMAGINE 2012/International Cooperative Summit, which was held in Quebec.

This proposal responds to a need to open up practical paths to strengthen the capacity of ANAP to support the progress of Cuban agricultural cooperativism in association with Canadian institutions and producers who for many years have maintained cooperative relations with ANAP.

On Monday, February 18, 2013, the president of ANAP, Félix González Viego, met with Wendy Holm. Also present were Mario La O and Mavis Álvarez.

As the central matter, they addressed the alternative of continuing a working relationship with Wendy Holm as facilitator of relations between Canadian and Cuban rural producers and related organizations in Canada that have for years supported the agricultural cooperativism process in ANAP. It would be to continue this relationship, centering its approach on strengthening ANAPs strategic priorities for complying with the current economic and social policy guidelines (*lineamientos*). These priorities are concentrated primarily in improving and developing the Cuban cooperative model. Therefore, the emphasis of any future activities in these relations should be placed on the strengthening and evolution of agricultural cooperativism as a top priority for both parties.

The accumulated experience of ANAP and Canadian agricultural producers in the operations of different types of cooperatives could be a very useful contribution to the education and training in cooperative management that is required as a fundamental premise for evolving with possibilities of success toward more complex cooperative forms.

7. FOUNDATIONS

Currently, the Cuban government is working to update its economic model, and the guidelines (Los Lineamientos) approved for attaining this objective contain a set of measures aimed at perfecting cooperativism in the rural sector, to stimulate the elevation of its productive potential. One of these measures is the constitution of second-degree cooperatives as higher forms of organization that will make it possible to solve many existing problems and to increase efficiency in the production and commercialization processes of first-degree cooperatives.

In the framework of the “Project for the Updating of the Cuban Economic Model” the “Social and Economic Development Guidelines” were approved; those guidelines stipulate, among other things, an increase in non-state forms of employment, the

introduction of cooperativism in other sectors of the economy, and **the perfecting of cooperativism in the agricultural sector.**

In line with these decisions, the National Association of Small Farmers, ANAP, proposes this project with the objective of establishing mechanisms **for increasing the capacity of ANAP to support and enhance the success of the Cuban farmers' cooperative movement.**

The updating of the Cuban Economic Model involves transformations in the agricultural sector, which implies the arduous task of preparing managers and leaders to achieve this goal. Training is a vitally important aspect for potentiating decision-making abilities, above all because of the complexity of this process in a country like Cuba, which is affected by the world economic crisis and under constantly attack by the genocidal blockade imposed by the United States, and which is making efforts to assure that its food needs are met and to reduce its imports with the objective of ensuring its food sovereignty.

This training encompasses a broad span of subjects, including environmental, economic, social, legal, agro-ecological, administration, management, leadership, historical, and gender-based, etc. This is in line with the diversity of problems to be resolved in practice, in the work of these productive entities, and is aimed at the large number of managers and leaders who are part of the National Association of Small Farmers (ANAP).

These elements, together with the impossibility of enrolling all managers and leaders in courses at ANAP's Niceto Pérez National Training Center, due to their responsibilities and duties in cooperatives, are some of the reasons that justify the need for improved diagnostic tools to identify training needs within the cooperative and the development of distance learning courses to increase cooperative member knowledge and capacity.

Principal tasks that we must continue to tackle, with the objective of consolidating the development of the cooperative and rural movement in the country.

Due to all of the questions expounded, it continues to be a prioritized task for ANAP, in serving the cooperative and rural movement, **to form a movement of activists of the organization**, who ensure that cooperatives are served to improve their management, including in the administrative, economic, financial, legal, productive and other aspects that are very important for their development.

- Continue working toward the consolidation of a **movement of activists** for carrying out work in the grassroots organizations, without which it would be difficult to implement all of the organization's activities for achieving satisfactory results.
- Maintain prioritized attention to **cooperatives that are especially promoted (potenciadas)** in the interest of increasing their production levels (cattle, fruit, meat, and others).

- Perfect the system of contracting for commercialization of products so that the real potentialities of each cooperative will be reflected.
- Prioritize the strengthening of the boards of directors of cooperatives. Increase their capacities for leadership and commercial and organizational management.
- Ensure that leadership structures created in the grassroots organization function appropriately.
- Strengthen relations among cooperatives in terms of collective management and inter-cooperative cooperation: this way, their economic and social strengthening is potentiated by using existing conditions.

8. OBJECTIVES

GENERAL LONG-TERM OBJECTIVES

1. To strengthen the capacity of ANAP to support the role of CPA and CCS members as both food producers and as active and fulfilled members of rural society
2. To provide ANAP with more information concerning the situations facing their cooperatives and to become more closely in touch with the feelings of their members (both as cooperativistas and as members of rural society).

8.1. SPECIFIC OBJECTIVES

To exchange experiences, disseminate good international practices of cooperative management and provide ongoing training to ANAP educators at Centro Niceto Perez that will contribute to the development of agricultural cooperativism through:

1. Capacitation: the development of diagnostic tools to assist in the identification and support of training needs of cooperative members.
2. Training: provision of support and training to increase the capacity of ANAP to provide cooperative members with the ability to more fully integrate cooperative principles and values within their cooperative; and in so doing, enhance the ability of each cooperative to better fulfill its social objective to society and realize the social benefits of cooperation for its individual members.
3. Evaluation and Extention:
 - a. Joint analysis of effectiveness based on criteria established by ANAP educators and pilot coop members.

- b. The methodological tools and practical experiences generated will be socialized and shared at the provincial and national levels, as a way of contributing to the ANAP national strategy for cooperative management training.

9. ACTIVITIES

STAGE ONE -CAPACITATION

1. Identify and constitute of a team of specialists (Cuba-Canada) with experience and practical knowledge about cooperative management education and training, and the leadership and operations of different types of cooperatives.
2. Hold a two-day workshop at ANAP's Niceto Pérez National Training Center with members from the Canadian Advisory Team and ANAP educators from the Center to:
 - a. review in detail the training needs of Cuban agricultural cooperatives (CPA's and CCS's) and
 - b. assess the appropriateness of the Coop Index¹ as a diagnostic tool to strengthen the ability of ANAP to support the development of cooperative capacity within individual cooperatives (CPA's and CCS's).
3. Provide the Canadian Advisory Team with detailed and comprehensive feedback on necessary modifications to the Coop Index to adapt it for use by CPA worker cooperatives.

¹ The Coop Index diagnostic tool was developed by co-operative members and developers out of a desire to help co-operatives grow closer to an "ideal co-operative" organization, guided by the co-operative values.

Although it is recognized that each co-operative is unique, it is believed that key elements bridge the differences and can provide a guide for the developing worker co-op. The Co-op Index tool does this by measuring the co-op's adherence to the co-op principles and values, as well as adherence to its own identity, and its success in meeting its mission.

In addition, it provides an overview analysis of the governance and operations from the perspective of the co-op's members and employees, with recommendations for initiatives in specific areas.

The theoretical model underlying this approach is one of **Total participation in management** (Stocki et.al.), according to which employees engage in participatory management in all aspects of an organization's activities, as would an owner of the organization. This implies responsible behavior by the stakeholders.

4. Hold a second three day workshop at ANAP's Niceto Pérez National Training Center with members from the Canadian Advisory Team and ANAP educators from the Center to ANAP's Niceto Pérez National Training Center to:
 - a. Meet with members of pilot CPAs selected by ANAP to allow the Canadian Team to better understand the way in which cooperative principles and values are understood and integrated in CPA organization and member participation;
 - b. review and agree on changes that must be made to the Coop Index to fit the Cuban context; and
 - c. jointly agree on a set of 172 statements, in Spanish and English, to accomplish same.
5. Based on the results of the second workshop, the Canadian Advisory Team will incorporate the new information to produce a draft Cuban version of the Coop Index for use in worker coops (CPA's).
6. In the Fall of 2015, a third workshop will be held at ANAP's Niceto Pérez National Training Center with members from the Canadian Advisory Team and ANAP educators to:
 - a. work with one or more pilot CPA's to test the new Cuban Coop Index software;
 - b. produce diagnostic reports;
 - c. review the validity and accuracy of the results and make any modifications necessary to the software;
 - d. train the ANAP educators at Centro Niceto Perez on the interpretation and use of the diagnostic report to identify strengths and weaknesses within the pilot cooperatives
 - e. train the ANAP educators at Centro Niceto Perez on how to assist the pilot cooperatives in the development of training and capacitation strategies to improve cooperative management and self actualization of cooperative members.
7. Evaluate whether any changes need to be made to the Cuban Coop Index to meet the needs of Cuba's producer coops (CC's); modify if necessary.
8. Evaluate the Cuban Producer (CCS) Coop Index with one pilot CCS,.

STAGE TWO - TRAINING

1. Bring a delegation of cooperative leaders from ANAP and the pilot cooperatives to Canada for a further week of cooperative training at Saint Mary's University and to facilitate an international exchange of ideas and experiences with successful agricultural cooperative leaders from Canada.
2. Led by the training needs of ANAP educators at Centro Niceto Perez, assist in the design a comprehensive training program to support the capacitation objectives of ANAP and the training needs of CPA's and CCS's.
 - a. Based on distance-learning methodology and intended for use by leaders of ANAP grassroots organizations, the objective will be to:
 1. facilitate knowledge about the principles and methods of efficient management of cooperatives in the non-state sector;
 2. strengthen cooperative managerial capacity;
 3. strengthen the ability of the cooperative and its members to improve the social well-being of its members and their active participation in their community.
 - b. Focal points of the training program may include:
 - Demonstrate the relative advantages of socialist cooperatives.
 - Relate experiences (positive and negative) of cooperativism in other countries.
 - Risks and prospects for cooperativism when it does not fulfill its function or mission of a solidarity-based, social economy enterprise.
 - Supply evidence to prove that cooperative organizations that are led by the people are more efficient and better serve the community's social and economic progress.
 - Clarify concepts of the market, indicating the need for the market system in mercantile monetary relations, but emphasizing and highlighting the differences between the capitalist and socialist markets.
 - Explain the reasons for equality of relations as a premise for the success of a cooperative enterprise in terms of work and the community.
 - Explain and strengthen the role of ANAP as a channel for the process of the evolution of rural cooperativism in the country.
 - Supply political criteria regarding cooperativism as a force that enriches the socialist system.

3. Develop study materials and acquisition of other resources needed for education/training workshops.
4. Hold a national workshop for ANAP leaders and officials on cooperativism (basic principles, integral management), advantages, risks, strategies toward more evolved cooperatives, and the “cooperative difference” in socialism, etc.
5. Hold two regional workshops for presidents of ANAP municipal chapters and selected cooperatives. This workshop would include representatives of the pilot cooperatives that participated in the initial training exercise.

STAGE THREE – EVALUATION AND EXTENSION

1. Joint evaluation by the external counterpart and the ANAP Centro Niceto Perez professors of the progress or setbacks among personnel who have participated in the education process. This includes ANAP and pilot cooperatives.
2. Based on criteria established by the cooperatives themselves, interviews will be held with members of pilot cooperatives to gauge CHANGES in their comprehension of cooperative principles, management, organization, functioning and efficiency.
3. The methodological tools and practical experiences generated will be socialized and shared at the provincial and national levels, as a way of contributing to the ANAP national strategy for cooperative management training.

10. EXPECTED RESULTS

Results CAPACITATION	Indicators	Sources of verification
Creation of diagnostic tools to assist ANAP in the identification and support of training needs of cooperative members	Cuban version of the Coop Index has been develop and tested amongst pilot CPAs and CCSs.	At least one pilot CPA has used the Coop Index; both the cooperative and the ANAP professors feel it has produced good results.
Results TRAINING	Indicators	Sources of verification
Increased capacity of ANAP to to provide cooperative members with the ability to more fully integrate cooperative principles and values within their cooperative; and in so doing, enhance the ability of each cooperative to better fulfill its social objective to society and realize the social benefits of cooperation for its individual members.	Training program and brochures have been developed and workshops presented.	list of Cuban and international participants in at least three training workshops.
	Indicators	Sources of verification
	Individualized training to enhance cooperative capacity has been provided by Centro Niceto Perez to pilot cooperatives in accordance with needs identified by Coop Index.	Documentation of training program delivered to at least one pilot cooperative.
	Indicators	Sources of verification
	Pilot cooperatives that have received training in cooperative management have an improved capacity to meet social objectives.	At least one pilot cooperative feels their ability to contribute to Cuban food security objectives has been enhanced by the training they have received.
	Indicators	Sources of verification
	Pilot cooperatives that have received training are better equipped to meet the social and human development needs of their members.	Members of at least one pilot cooperative feel greater personal satisfaction and self-fulfillment.
Results EVALUATION	Indicators	Sources of verification
A joint analysis of effectiveness(based on criteria established by ANAP educators and pilot coop members) will be produced and disseminated.	The methodological tools and practical experiences generated are socialized and shared at the provincial and national levels, as a way of contributing to the ANAP national strategy for cooperative management training	Leaders, cooperativists, and farmers from every municipality have access to the evaluation report.

11. VIABILITY AND SUSTAINABILITY

The ANAP Centro Niceto Perez has a staff of professors who are experienced in the education and training of leaders and managers of the ANAP organization and who are constantly pursuing their own continuing technical and methodological education, evidenced by the fact that most of them hold master's degrees.

ANAP as an organization has an infrastructure in all provinces, making it possible to systematize training at the grassroots production level and to continuously evaluate the impact of that training, thus ensuring the attainment of the project's objectives and the ongoing implementation of the programmed training activities.

12. BUDGET

Items	Unit	Quantity	Price	TOTAL MN	TOTAL CUC	TOTAL CAD
FEBRUARY 2014 WORKSHOP (2 days, exchange rate = 1.1103)					\$ 6,467.90	\$ 7,466.43
Travel costs of international Advisors (Nokovic, Webb, Hough, Vieta, Holm)					\$ 3,210.00	\$ 3,706.00
Transportation					\$ 798.00	\$ 921.09
Accommodation					\$ 819.00	\$ 945.33
Meals					\$ 1,162.00	\$ 1,341.24
Translation					\$ 350.00	\$ 403.99
Miscellaneous					\$ 128.90	\$ 148.78
FEBRUARY 2015 WORKSHOP (3 days, exchange rate = 1.2842)					\$ 8,639.60	\$ 11,095.67
Travel costs of International Advisors (Webb, Hough, Stocki, Holm), Project Admin (Oxfam) and Reporting					\$ 2,925.90	\$ 3,757.44
Transportation					\$ 355.00	\$ 455.89
Accommodation					\$ 1,472.50	\$ 1,890.98
Meals					\$ 2,738.20	\$ 3,516.40
Translation					\$ 1,048.00	\$ 1,345.84
Miscellaneous					\$ 100.00	\$ 128.42
FALL 2015 WORKSHOP to Test Coop Index with Pilot Coops, Train ANAP Trainers (5 days, exchange rate = 1.3)	days	Quantity	price per day		\$ 8,525.00	\$ 11,065.12
Travel costs of International Advisors (Hough, Holm, Novkovic?) and Project Reporting					\$ 3,000.00	\$ 3,900.00
Transportation to Centro Niceto Perez	5	1	150		\$ 750.00	\$ 975.00
Transportation Centro Niceto Perez (Cubans)					\$ 400.00	\$ 520.00
Accommodation, breakfast and dinner, International Team	8	3	75		\$ 1,800.00	\$ 2,340.00
Workshop Lunches	5	25	15		\$ 1,875.00	\$ 2,437.50
Workshop Translation	5	2	100		\$ 1,000.00	\$ 1,284.20
Miscellaneous					\$ 100.00	\$ 128.42
SPRING 2016 WORKSHOP to test Coop Index with CCS (1 day), Train Trainers (3 days, exchange rate = 1.3)	days	Quantity	price per day		\$ 6,100.00	\$ 7,918.94
Travel costs of International Advisors (Hough, Holm, Webb?) and Project Reporting					\$ 3,000.00	\$ 3,900.00
Transportation to Centro Niceto Perez	4	1	150		\$ 600.00	\$ 780.00
Transportation Centro Niceto Perez (Cubans)					\$ 400.00	\$ 520.00
Accommodation, breakfast and dinner, International Team	5	3	75		\$ 1,125.00	\$ 1,462.50
Workshop Lunches	3	15	15		\$ 675.00	\$ 877.50
Workshop Translation	3	2	100		\$ 600.00	\$ 770.52
Miscellaneous					\$ 100.00	\$ 128.42
SPRING 2016 WORKSHOPS (following above) to present results to ANAP Coop Leaders (2 days, exchange rate = 1.3)	days	Quantity	price per day		\$ 3,000.00	\$ 3,892.10
covered in above						
Transportation to Workshop	2	1	150		\$ 300.00	\$ 390.00
Transportation to Workshop (Cubans)					\$ 400.00	\$ 520.00
Accommodation, breakfast and dinner, International Team	4	3	75		\$ 900.00	\$ 1,170.00
Workshop Lunches	2	40	15		\$ 1,200.00	\$ 1,560.00
Workshop Translation	2	2	100		\$ 400.00	\$ 513.68
Miscellaneous					\$ 100.00	\$ 128.42
Travel to Canada by Pilot CPA Members	people	units/days	cost per CUC		19,800.00	25,740.00
Airline tickets	6	1	1,500.00		9,000.00	\$ 11,700.00
Travel Insurance	6	1	100.00		600.00	\$ 780.00
Housing and food in Canada (150 cuc/day)	6	10	150.00		9,000.00	\$ 11,700.00
Otros gastos de apoyo (200 cuc)	6	1	200		1,200.00	\$ 1,560.00
Administration and follow-up					3,500.00	4,550.00
Fuel					\$ 1,000.00	\$ 1,300.00
Communications					\$ 500.00	\$ 650.00
Vehicle maintenance					\$ 2,000.00	\$ 2,600.00
Supplies for Workshops					5,000.00	6,500.00
Training materials (brochures, paper, markers, file folders, notebooks, pens, dvd's, flash drives)					5,000.00	6500
Local personnel	people	Months	cost per M	30600		
Coordinator	1	36	425	15300		
Coordinator	1	36	425	15300		
				MN	CUC	CAD
TOTALS				30,600.00	61,032.50	78,228.26

13. TIMELINE OF ACTIVITIES

	Year One				Year Two				Year Three			
	I	II	III	IV	I	II	III	IV	I	II	III	IV
Identify and constitute of a team of specialists.	X											
Hold a two-day workshop to review training needs and assess Coop Index as a diagnostic tool.	X											
Provide the Canadian Advisory Team with feedback on necessary modifications to the Coop Index.			X									
Hold a second workshop to Meet with members of pilot CPAs, review and agree on changes to the Coop Index.					X							
International Advisory Team produce a draft Cuban version of the Coop Index.						X						
Third workshop to test the new Cuban Coop Index software and train ANAP educators in its use.							X					
Evaluate changes need to meet the needs of Cuba's producer coops (CC's); modify if necessary.								X	X			
Evaluate Coop Index with pilot CCS.									X			
Workshop to test with CCS, train the trainers										X		
Bring ANAP cooperative leaders to Canada.										X		
Design a comprehensive training program/										X	X	
Develop study materials.											X	X
Hold a national workshop and two regional workshops.												X
Evaluation by professors and leaders of pilot cooperatives.												X
Evaluation by members of pilot cooperatives.												X
Share at the provincial and national levels.												X