

ABSTRACT

H Evaluation Abstract (Do not exceed the space provided)

ABSTRACT

This document is an evaluation of the Non Traditional Agricultural Export Production and Marketing Project (519 0392) which falls under Strategic Objective #1 Expanded Access and Economic Opportunity for Rural Families in Poverty" Results Package # 3 Expanded Equitable Access to Financial Technological and Marketing Services by the Rural Poor The implicit Intermediate Result which applies to this project includes Increased Coverage of Sustainable Secondary Level Organizations Providing Technological and Marketing Services The project is currently being implemented by the Cooperative League of the USA (CLUSA) The PACD was extended until June 1998 making it a seven year project The total value of the project is calculated at over US\$14.5 million including US\$ 3.6 million as the NCBA's counterpart contribution

An interesting change over the life of the project concerned a shift away from a concentration on only non traditional export crops to non traditional crops in general as well as a shift in non traditional export crops grown under conventional conditions to those grown under organic conditions

The major conclusions and recommendations were

*The project has had a significant impact on the general economic indicators of employment generation production net earnings and area planted

*The project has been successful in improving the administrative capabilities of its assisted cooperatives

*While many of the secondary organizations with which the project has worked have attained acceptable levels of sustainability the situation with many primary level organizations is less certain

*The project has had a recognized impact on environmental issues through organic farming methods soil conservation and the use of agricultural by products

*Women have benefitted to a significant degree from the project and its emphasis on NTAEs and NTAs

*Given the progress of the project to date in terms of the Results Framework and the soundness of the CLUSA methodology it is recommended that it be continued both in El Salvador and elsewhere

The evaluator noted the following lessons learned

*Even the best of project designs need to be flexible enough to allow for changing situations in a project's environment

*Mistica is a critical element of this successful project

*CLUSA's role as an NGO/PVO working independently but in coordination with other organizations both public and private is another reason for the success of the project

*If an external change agent is allowed the flexibility has the mistica and works outside of normal bureaucratic channels he/she can often achieve the trust and confidence of the people being assisted as well as the trust and confidence of power brokers within the environment of a particular project

COSTS

I Evaluation Costs

1 Evaluation Team	Contract Number OR	Contract Cost OR	Source of Funds
Name Affiliation	TDY Person Days	TDY Cost (U S \$)	
Dr Donald Jackson AGRIDEC	26	\$24 788 24	Project Funds
2 Mission/Office Professional Staff Person Days (Estimate) 3		3 Borrower/Grantee Professional Staff Person Days (Estimate) 10	

B

A I D EVALUATION SUMMARY - PART II

SUMMARY

J Summary of Evaluation Findings Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Purpose of evaluation and methodology used ● Purpose of activity(ies) evaluated ● Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> ● Principal recommendations ● Lessons learned |
|--|--|

Mission or Office Strategic Objective
#1 Expanded Access and Economic Opportunity for Rural Families

Date This Summary Prepared
April 15 1998

Title And Date Of Full Evaluation Report
Final Evaluation of the Non Traditional Agricultural Production and Marketing Project

A I D Evaluation Summary Part II

This document is an evaluation of the Non Traditional Agricultural Export Production and Marketing Project (519 0392) which falls under Strategic Objective #1 Expanded Access and Economic Opportunity for Rural Families in Poverty Results Package # 3 Expanded Equitable Access to Financial Technological and Marketing Services by the Rural Poor The implicit Intermediate Result which applies to this project includes Increased Coverage of Sustainable Secondary Level Organizations Providing Technological and Marketing Services

The evaluation was conducted during the month of February 1998 by an IQC consultant versed in El Salvador s agrarian sector and the methodological requirements of USAID The methodology employed included field trips to ten farmer cooperatives extensive interviews with people related to the project a review of the appropriate documentation as well as a first draft on which Mission personnel made comments and gave suggestions and a second draft which was also reviewed by the Mission personnel as well as by the contractor for additional comments corrections and additions

The project is currently being implemented by the Cooperative League of the USA (CLUSA the overseas component of the National Cooperative Business Association NCBA) The original concept for the project grew out of an initial pilot effort begun by CLUSA in August 1988 which proved to be successful and which was funded as a full scale project in June 1991 The original PACD was scheduled for June 1996 but was extended for two additional years until June 1998 The original five year Cooperative Agreement was funded at US\$ 9 0 million and the extension added an additional US\$ 1 9 million for a total USAID contribution of US\$ 10 9 million Added to this was the NCBA s counterpart contribution of over US\$ 3 6 million which brought the total value of the project to over US\$ 14 5 million for the seven year life of the project

An interesting change over the life of the project concerned a shift away from a concentration on only non traditional export crops to non traditional crops in general as well as a shift in non traditional export crops grown under conventional conditions to those grown under organic conditions The former shift occurred as a result of CLUSA s discovery that a strong domestic market existed for crops which were traditionally imported principally vegetable and fruit crops which provided for lower overall costs and less risk to the farmer while the latter occurred based on the mushrooming demand for organically produced agricultural products in North America Europe and Japan where substantial market premiums or bonus payments can often be earned (principally coffee and to a lesser extent cocoa sesame and cashew nuts) This latter shift also led to the reduced use of chemical fertilizers and pesticides and to a positive impact on the environment and on the farmers of these crops and their families

Conclusions and Recommendations

A Project Success in Increasing Employment Production Earnings and Area

The project has had a significant impact on the general economic indicators of employment generation production net earnings and area planted

The evaluator recommends that any future Mission activities designed to increase employment production net earnings and area affected in rural areas attempt to include as much of the CLUSA/El Salvador methodology as possible

B Institutional Development Management and Organizational Strengthening

The project has been successful in improving the administrative capabilities of its assisted cooperatives However much remains to be done especially at the primary level but significant progress has been accomplished

It is recommended that any future Mission activity to support primary and secondary agricultural organizations include activities in institutional development management and organizational strengthening in addition to technical and marketing services

C Sustainability of Secondary Level Producers Organizations

While many of the secondary organizations with which the project has worked have attained acceptable levels of sustainability the situation with many primary level organizations is less certain The sustainability of PROXSAL has not as yet been achieved and will be critical to the survival of many primary organizations with which the project has work over the past years

Good leadership including the ability to hire a manager along with the type of land tenure are critical factors in whether or not an organization has the potential to become sustainable

In the few months remaining before project termination CLUSA should concentrate its efforts on making PROXSAL and its members as sustainable as possible The must include a fine tuning of its management structure to make it as efficient and cost effective as possible

SUMMARY (Continued)

D Environmental Impact

The project has had a recognized impact on environmental issues including the reduced and more rational use of synthetic agro chemicals the use of agricultural byproducts which previously polluted the environment the adoption of various agricultural techniques which lead to soil conservation and in the promotion of specific governmental policies which will lead to a more rational use of agro chemicals There is also circumstantial evidence that the project has been influential in creating public awareness as to the dangers of chemical based agriculture and to the benefits of organically and environmentally friendly produced agricultural commodities

In the past four years CLUSA has been able to help start the ball rolling in terms of the environmental impact of chemical based agriculture but much more continued pressure experimentation and dissemination of knowledge and techniques is necessary The first and most obvious recommendation is that CLUSA s activities in organic and environmentally friendly agriculture be continued If this is not possible then whatever other mechanism the Mission chooses to implement its environmental programs should contain elements of the CLUSA methodology

E The Value of Soil and Other Types of Agronomic Testing

While soil and compost testing has been performed in many cases it has not been done in a consistent manner nor has it been done over time to monitor the effects of soil amendments Crop specific soil and compost testing has also not been done in a regularized and consistent manner Any future attempts to improve crop production should begin with extensive soil and soil amendment testing to determine nutrient levels and soil and amendment pH Nutrient and pH levels should also be monitored on a regular basis

F Gender Impact

Women have benefitted to a significant degree from the project and its emphasis on NTAEs and NTAs This is demonstrated in terms of employment generated training received and to a lesser extent to the leadership roles they carry out Women were the beneficiaries of approximately 20 percent of the jobs created by the project and received twelve percent of the training While these percentages do not approximate the percentages for men one must remember that for the most part the indicators for women in the past were close to zero

In its attempts to reach a wider audience of women beneficiaries especially those less educated female technicians especially those with training in basic education techniques might make a significant difference in terms of the impact of technical assistance on those women

Future Mission programs to reach the rural poor should include specific mechanisms which address the role of women their participation in primary and secondary organizations anhey derive from membership Future projects should make every attempt to include one or more female technicians among its staff and these women should be trained in basic education techniques

G Synergy of Project Activities

It is most likely that much more synergy took place in the implementation of the project than was originally planned for in the project design However coordination between the Mission s two agriculturally oriented projects CLUSA and CRECER for all practical purposes does not take place Coordination/collaboration/synergy of all agriculturally related projects should be built in at the field level in the design of all future projects This should include S O #4 environmental projects as well

H The Validity of the NTAE Strategy

At this point in time the market demand for non traditional organically produced exports is growing faster than supply resulting in significantly higher premiums paid for the product Organically grown non traditionals also offer reduced production costs while at the same time demanding higher labor costs, although not higher than the savings incurred from not having to pay for imported agro chemicals This is generally true for both exports and for produce sold through the domestic market Furthermore it is ideally suited for small growers in that even during the transition period while the farmer is waiting for organic certification the reduced costs of production more than make up for the potential in reduced yields and gross income. In summary the now adjusted NTAE strategy proposed in the original project design is even more valid today than it was ten years ago when it was conceived Of all the development strategies which the Mission might adopt for El Salvador s rural sector the organic NTAE and NTA strategy is the one most likely to be successful

The findings and conclusions for this issue are extremely clear One of the best strategies for assistance to the country s rural poor is to continue with the CLUSA developed methodology of producing organic NTAEs and NTAs

I Consistency with the Mission s Strategic Objective # 1

The project has met and surpassed the results set forth in the Results Framework Given the progress of the project to date in terms of the Results Framework and the soundness of the CLUSA methodology it is recommended that it be continued both in El Salvador and elsewhere

Lessons Learned

- A Flexibility in Project Management
- B The Mistica of the Job
- C The Modality of the Working Environment
- D The Role of an External Change Agent

ATTACHMENTS

K Attachments (List attachments submitted with this Evaluation summary always attach copy of full evaluation report even if one was submitted earlier attach studies surveys etc from on going evaluation if relevant to the evaluation report)

Final Evaluation Report (English)

COMMENTS

L Comments By Mission AID/W Office and Borrower/Grantee On Full Report

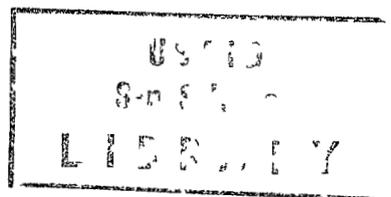
The newly approved Rural Organizatons and Environmental Conservation (519-0438) addresses all recommendations provided by the evaluator The activity will have an intervention in each one of the recommendations



YD-ABQ-560-A
97798

Final Evaluation of the
Non-Traditional Agricultural
Production and Marketing
Project

No 519-0392-A-00-1153-00



Prepared by

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March 25, 1998

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Table of Contents

Executive Summary

List of Acronyms

I	Introduction	1
II	Methodology	3
III	Previous Evaluations	4
IV	Findings, Conclusions, and Recommendations	10
V	Lessons Learned	22
VI	Success Stories	24

Annexes

- 1 Scope of Work
- 2 List of Persons and Organizations Contacted
- 3 Bibliography
- 4 Training Schedule
- 5 Analysis of Agro-Chemicals Not Use
- 6 Pictorial Annex

List of Tables

- 1 Performance Indicators as of 12/31/97
- 2 Employment Generation, Production, Net Earnings, and Area Planted by Quarter for the Years 1995-1997
- 3 Certified Organic Exports 1994-1998

Executive Summary

Introduction

The following document is an evaluation of the Non-Traditional Agricultural Export Production and Marketing Project (519-0392) currently being implemented by the Cooperative League of the USA (CLUSA, the overseas component of the National Cooperative Business Association, NCBA). The original concept for the project grew out of an initial pilot effort begun by CLUSA in August 1988 which proved to be successful and which was funded as a full scale project in June 1991. The original PACD was scheduled for June 1996, but was extended for two additional years until June 1998. The original five-year Cooperative Agreement was funded at US\$ 9.0 million and the extension added an additional US\$ 1.9 million for a total USAID contribution of US\$ 10.9 million. Added to this was the NCBA's counterpart contribution of over US\$ 3.6 million which brought the total value of the project to over US\$ 14.5 million for the seven-year life of the project.

The project was the subject of a mid-term evaluation in October 1995 which provided numerous conclusions and recommendations altering the project in several areas. The impact of these conclusions and recommendations are discussed in a separate section of the report.

The CLUSA/392 project falls under Strategic Objective #1 "Economic Growth", Results Package # 3 "Expanded Equitable Access to Financial, Technological and Marketing Services by the Rural Poor". The implicit Intermediate Result which applies to this project includes, "Increased Coverage of Sustainable Secondary Level Organizations Providing Technological and Marketing Services".

An interesting change over the life of the project concerned a shift away from a concentration on only non-traditional export crops to non-traditional crops in general, as well as a shift in non-traditional export crops grown under conventional conditions to those grown under 'organic' conditions. The former shift occurred as a result of CLUSA's discovery that a strong domestic market existed for crops which were traditionally imported, principally vegetable and fruit crops, which provided for lower overall costs and less risk to the farmer, while the latter occurred based on the mushrooming demand for 'organically' produced agricultural products in North America, Europe, and Japan where substantial market premiums or bonus payments can often be earned (principally coffee and, to a lesser extent, cocoa, sesame, and cashew nuts). This latter shift also led to the reduced use of chemical fertilizers and pesticides and to a positive impact on the environment and on the farmers of these crops and their families.

Conclusions and Recommendations

A Project Success in Increasing Employment, Production, Earnings, and Area

The project has had a significant impact on the general economic indicators of employment generation, production, net earnings, and area planted.

The evaluator recommends that any future Mission activities designed to increase employment, production, net earnings and area affected in rural areas attempt to include as much of the CLUSA/El Salvador methodology as possible.

B Institutional Development, Management, and Organizational Strengthening

The project has been successful in improving the administrative capabilities of its assisted cooperatives. However, much remains to be done, especially at the primary level, but significant progress has been accomplished.

It is recommended that any future Mission activity to support primary and secondary agricultural organizations include activities in institutional development, management, and organizational strengthening in addition to technical and marketing services.

C Sustainability of Secondary Level Producers' Organizations

While many of the secondary organizations with which the project has worked have attained acceptable levels of sustainability, the situation with many primary level organizations is less certain. The sustainability of PROXSAL has not as yet been achieved and will be critical to the survival of many primary organizations with which the project has worked over the past years.

Good leadership, including the ability to hire a manager, along with the type of land tenure are critical factors in whether or not an organization has the potential to become sustainable.

In the few months remaining before project termination CLUSA should concentrate its efforts on making PROXSAL and its members as sustainable as possible. There must include a fine tuning of its management structure to make it efficient and cost-effective.

D Environmental Impact

The project has had a recognized impact on environmental issues including the reduced and more rational use of synthetic agro-chemicals, the use of agricultural byproducts which previously polluted the environment, the adoption of various agricultural techniques which lead to soil conservation, and in the promotion of specific governmental policies which will lead to a more rational use of agro-chemicals. There is also circumstantial evidence that the project has been influential in creating public awareness as to the dangers of chemical-based agriculture and to the benefits of organically and 'environmentally friendly' produced agricultural commodities.

In the past four years CLUSA has been able to help 'start the ball rolling' in terms of the environmental impact of chemical-based agriculture, but much more continued pressure, experimentation, and dissemination of knowledge and techniques is necessary. The first and most obvious recommendation is that CLUSA's activities in organic and environmentally friendly agriculture be continued. If this is not possible, then whatever other mechanism the Mission chooses to implement its environmental programs should contain elements of the CLUSA methodology.

E The Value of Soil and Other Types of Agronomic Testing

While soil and compost testing has been performed in many cases, it has not been done in a consistent manner, nor has it been done over time to monitor the effects of soil amendments. Crop specific soil and compost testing has also not been done in a regularized and consistent manner.

Any future attempts to improve crop production should begin with extensive soil and soil amendment testing to determine nutrient levels and soil and

amendment pH Nutrient and pH levels should also be monitored on a regular basis

F Gender Impact

Women have benefitted to a significant degree from the project and its emphasis on NTAEs and NTAs This is demonstrated in terms of employment generated, training received, and to a lesser extent to the leadership roles they carry out Women were the beneficiaries of approximately 20 percent of the jobs created by the project and received twelve percent of the training While these percentages do not approximate the percentages for men, one must remember that for the most part these indicators for women in the past were close to zero

In its attempts to reach a wider audience of women beneficiaries, especially those less educated, female technicians, especially those with training in basic education techniques, might make a significant difference in terms of the impact of technical assistance on those women

Future Mission programs to reach the rural poor should include specific mechanisms which address the role of women, their participation in primary and secondary organizations, and the benefits they derive from membership Future projects should make every attempt to include one, or more, female technicians among its staff, and these women should be trained in basic education techniques

G Synergy of Project Activities

It is most likely that much more synergy took place in the implementation of the project than was originally planned for in the project design However, coordination between the Mission's two agriculturally oriented projects--CLUSA and CRECER--for all practical purposes does not take place

Coordination/collaboration/synergy of all agriculturally related projects should be built in at the field level in the design of all future projects This should include S O #4 environmental projects as well

H The Validity of the NTAE Strategy

At this point in time the market demand for non-traditional organically produced exports is growing faster than supply resulting in significantly higher premiums paid for the product Organically grown non-traditionals also offer reduced production costs while at the same time demanding higher labor costs, although not higher than the savings incurred from not having to pay for imported agro-chemicals This is generally true for both exports and for produce sold through the domestic market Furthermore, it is ideally suited for small growers in that even during the transition period, while the farmer is waiting for organic certification, the reduced costs of production more than make up for the potential in reduced yields and gross income In summary, the now adjusted NTAE strategy proposed in the original project design is even more valid today than it was ten years ago when it was conceived Of all the development strategies which the Mission might adopt for El Salvador's rural sector, the organic NTAE and NTA strategy is the one most likely to be successful

The findings and conclusions for this issue are extremely clear. One of the best strategies for assistance to the country's rural poor is to continue with the CLUSA-developed methodology of producing organic NTAEs and NTAs.

I Consistency with the Mission's Strategic Objective # 1

The project has met and surpassed the results set forth in the Results Framework.

Given the progress of the project to date in terms of the Results Framework and the soundness of the CLUSA methodology, it is recommended that it be continued both in El Salvador and elsewhere.

Lessons Learned

A Flexibility in Project Management

Even the best of project designs need to be flexible enough to allow for changing situations in a project's environment. In the opinion of the evaluator, both project management as well as the Mission's project officers were willing to be flexible in the achievement of project objectives and it was this factor more than any other which has led to project success.

B The 'Mística' of the Job

The Spanish word 'mística' does not translate well into any one single word in English. In the Spanish language it combines the elements of dedication to work, a special way of relating to the people one is trying to assist, respect for those people, working long hours in often uncomfortable situations, and most of all, enjoying the work. Almost without exception, from the Minister of Agriculture, to the NGOs with which CLUSA collaborates, to the cooperatives and the members it serves, the word 'mística' consistently came up whenever the respondents attempted to explain the relationship that they had had with CLUSA staff, or the reasons why they thought the CLUSA staff had been successful.

C The Modality of the Working Environment

This lesson learned has elements of both A and B above but is neither the result of flexibility nor of the personalities charged with project implementation. Rather it stems from an intentional project design decision to implement the project through an NGO/PVO outside of government and outside of many of the public or private bureaucracies where it could have been located. CLUSA's role as an NGO/PVO working independently but in coordination with other organizations, both public and private, is no doubt yet another reason for the success of the project.

D The Role of an External Change Agent

This project has contained a mixture of expatriate and local staff. In this case the expatriate staff has been limited to a senior manager combined with many outside technical experts. The role of an expatriate senior manager is seen as another critical element and causal factor of project success. If the person is allowed the flexibility, has the 'mística', and works outside of normal bureaucratic channels, he/she can often achieve the trust and confidence of the people being assisted, as well as the trust and confidence

of 'power brokers' within the environment of a particular project. If the right person is chosen, an expatriate manager is also insulated from certain pressures be they societal, economic, or political allowing the person to work in an unfettered manner which can be extremely important in determining the success or failure of a project.

List of Acronyms

AGRODESA	Agropecuaria para el Desarrollo S A
CBI	Caribbean Basin Initiative
CEBES	Comunidades Eclesiasticas de Base de El Salvador
CLUSA	Cooperative League of the USA
CORDES	Fundacion para la Cooperacion y el Desarrollo Comunal de El Salvador
CRECER	Equitable Rural Economic Growth
cwt	Hundred weight or quintal in Spanish
DIVAGRO	Diversificacion Agricola
EOPS	End of Project Status
FUNDESA	Fundacion de Desarrollo S A
FUSADES	Fundacion Salvadoreña para el Desarrollo Economico y Social
GOES	Government of El Salvador
IQC	Indefinite Quantity Contract
ISTA	Instituto Salvadoreño de Transformacion Agraria
LOP	Life of Project
MZ	Manzana = 0.7 hectare
NCBA	National Cooperative Business Association
NGO	Non-Governmental Organization
NRECA	National Rural Electrification Cooperative Association (US)
NMS	New Management System
NTAs	Non-Traditional Agricultural (Products)
NTAes	Non-Traditional Agricultural Exports
OCIA	Organic Crop Improvement Association
PACD	Project Activity Completion Date
PROCAFE	Fundacion Salvadoreña para Investigaciones del Cafe
PROESA	Fundacion Promotora de Productores y Empresarios Salvadoreños
PROXSAL	Productores y Exportadores de El Salvador
REDES	Fundacion Salvadoreña para la Reconstruccion y el Desarrollo
UCRAPROBEX	Union de Cooperativas de la Reforma Agraria, Productoras, Beneficiadoras, y Exportadoras
USAID	United States Agency for International Development
USDA/APHIS	United States Department of Agriculture/Animal and Plant Health Inspection Service

I Introduction

The following document is an evaluation of the Non-Traditional Agricultural Export Production and Marketing Project (519-0392) currently being implemented by the Cooperative League of the USA (CLUSA, the overseas component of the National Cooperative Business Association, NCBA). The original concept for the project grew out of an initial pilot effort begun by CLUSA in August 1988, which proved to be successful and which was funded as a full scale project in June 1991. The original PACD was scheduled for June 1996, but was extended for two additional years until June 1998. The original five-year Cooperative Agreement was funded at US\$ 9.0 million and the extension added an additional US\$ 1.9 million for a total USAID contribution of US\$ 10.9 million. Added to this is the NCBA's counterpart contribution of over US\$ 3.6 million which brings the total value of the project to over US\$ 14.5 million for its seven-year life.

In September 1994, CLUSA was asked to take part in the Mission's nationwide reconstruction effort (519-0394) stemming from the country's twelve-year civil war by working with ex-combatant groups. In 1996 this role was expanded to the point where CLUSA served as an umbrella institution overseeing the activities of three local NGOs, PROESA, FUNDESA, and REDES, involved in similar non-traditional export production and marketing efforts. This responsibility ended in September 1997. Neither the three-year pilot effort mentioned above, nor the activities within the "394" project are subjects of this evaluation.

The project was the subject of a mid-term evaluation in October 1995, which provided numerous conclusions and recommendations altering the project in several areas. The impact of these conclusions and recommendations are discussed below in a separate section of this report. The mid-term evaluation of the project was deemed to be adequate by the Mission and for this final evaluation the evaluator was requested to concentrate on the period since the mid-term evaluation to the present.

Also of note, is the fact that the Mission went through a re-engineering process in 1996 which established strategic objectives for the 1997-2002 period. The CLUSA/392 project falls under Strategic Objective #1 "Economic Growth", Results Package # 3 "Expanded Equitable Access to Financial, Technological and Marketing Services by the Rural Poor". The implicit Intermediate Result which applies to this project includes, "Increased Coverage of Sustainable Secondary Level Organizations Providing Technological and Marketing Services". As a result, the project has been evaluated under a 'hybrid' set of indicators including those set forth in the Goal, Purpose, and Outputs of the original logical framework and those of the new 're-engineered' Strategic Objective Results Package.

Another interesting change over the life of the project concerned a shift away from a concentration on only non-traditional export crops to non-traditional crops in general, as well as a shift in non-traditional export crops grown under conventional conditions to those grown under 'organic' conditions. The former shift occurred as a result of CLUSA's discovery that a strong domestic market existed for crops which were traditionally imported, principally vegetable and fruit crops, which provided for lower overall costs and less risk to the farmer, while the latter occurred based on the mushrooming demand for 'organically' produced agricultural products in North America, Europe, and Japan where substantial market premiums or bonus payments can often be earned (principally coffee and, to a lesser extent, cocoa, sesame, and cashew nuts).

This latter shift also led to the reduced use of chemical fertilizers and pesticides and to a positive impact on the environment and on the farmers of these crops and their families

II Methodology

This evaluation was carried during the month of February 1998, four months before the PACD of the project, by an IQC consultant versed in El Salvador's agrarian sector and the methodological requirements of USAID. A work plan, based on the evaluator's Scope of Work (See Annex 1) was presented and approved by the Mission as a first step in the evaluation process.

Field trips were made to twelve rural cooperatives or farmer organizations selected by the evaluator and CLUSA staff on the basis of geographical dispersion, type of land tenure, collective or individual, and crop variety. A list of these is provided in Annex 2. Various past and present CLUSA staff members accompanied the evaluator on these field trips but did not take part in the actual interview process in an attempt to attain the highest level of objectivity possible.

Additionally, interviews were held with Mission personnel familiar with project activities, current and past CLUSA staff in El Salvador and the US, and representatives of ten organizations and two government ministries with which the project has interacted (Also listed in Annex 2). An extensive review of written documentation concerning project activities was also conducted (See Annex 3).

Also of note is the fact that a separate but coordinated Cost/Benefit Analysis was also conducted under a second contract concerning a sample of selected non-traditional crops and cooperative organizations. Given this fact, this evaluation has concentrated on the more qualitative issues of the project leaving the bulk of the quantitative issues to this second, although complementary, contract.

A first draft of this evaluation was presented to the Mission five days before the consultant's departure for comments, corrections, and additions. These were then incorporated into a second draft document which was left with the Mission upon the consultant's departure. Mission and CLUSA staff then reviewed the second draft and comments were sent to the consultant for incorporation into this final report.

III Previous Evaluations

The project was the subject of a mid-term evaluation in October 1995, nine months before the original PACD of June 1996. It was a comparative evaluation which looked at four of the Mission's attempts to support non-traditional agricultural exports through primary and secondary farmer organizations including both projects being implemented by CLUSA (392 and 394), the TECNOSERVE project, and the DIVAGRO project being implemented by FUSADES (In El Salvador traditional crops include conventionally grown coffee, sugar cane, cotton, corn, rice, beans, and sorghum). The evaluation produced eight conclusions and four recommendations specific to CLUSA's 392 project. The following analysis discusses the continuing merit of these conclusions as well as CLUSA's attempts to implement the recommendations.

A Conclusions

"The program has been remarkably successful in meeting and surpassing its targets. There has also been a qualitative change in certain export markets through CLUSA's role as an "honest broker" in coordinating export programs between brokers, producers, and exporters. CLUSA has demonstrated that integrity in NTAEs is good business."

This conclusion remains accurate in all aspects as CLUSA has continued to meet and surpass its original targets as well as those set out in the Cooperative Agreement Amendment. It should be pointed out, however, that due to the implementation of the New Management System (NMS), CLUSA's reporting of Performance Indicators changed as of the January-March 1997 Quarterly Report. The following table therefore presents the status of the new indicators as of the last quarter of 1997.

Table 1
Performance Indicators
as of 12/31/97

	EOPS	Cumulative	%
1 Results Framework			
1 1 Direct Beneficiaries	3,500	4,236	121%
1 1 1 Women	500	729	146%
1 1 2 Men	3,000	3,507	117%
1 2 Beneficiaries Through Secondary Organizations	21,500	21,359	99%
1 2 1 Women	3,500	7,004	200%
1 2 2 Men	18,000	14,355	80%
2 Intermediate Results			
2 1 Secondary Organizations	6	6	100%
2 2 Sustainable Sec Orgs	6	2	33%
2 3 Primary Organizations	24	32	133%
2 4 Primary Orgs through Secondary Organizations	108	128	119%
3 Base Level Indicators			
3 1 Producers Affiliated to Primary Organizations	3,500	4,236	121%
3 1 1 Women	500	729	146%
3 1 2 Men	3,000	3,507	117%
3 2 Primary Orgs Reaching Sustainability	15	23	153%
3 3 Primary Organization's Product Marketed (\$000)	9,600	10,795	112%

3 4 Product Marketed through Secondary Orgs (\$000)	9,600	10,805	113%
3 5 Secondary Organization Product Marketed (\$000)	20,000	19,389	97%
3 6 Area (Ha)	12,000	17,743	148%

Source CLUSA Quarterly Reports

The concept of CLUSA being an "honest broker" continues to be an important element in its role in project implementation. Furthermore, in the vast majority of primary and secondary organizations interviewed the transparency of CLUSA's activities as well as the honesty and reliability of the brokers which CLUSA has been identified was mentioned as being of significant value. One notable exception involved a local melon broker who defrauded two cooperatives by not paying them for product which was exported. CLUSA recommended that the cooperative initiate legal action against the exporter and the person is now in jail awaiting trial.

Lastly, CLUSA's strategy of promoting both Non-Traditional Agricultural Exports (NTAEs) as well as Non-Traditional Agricultural Crops (NTAs), especially those which are grown "organically", for sale locally continues to be based on sound economic principles involving a secure market and prices known in advance. This strategy has been key to convincing many growers to switch to non-traditional crops.

"Recommendations arising from the pilot project have generally been followed. In the instances where they were not followed, in the opinion of the team, better solutions were found. The one exception is the failure to provide a more "holistic" approach to management assistance, in which management, planning, and accounting assistance are applied to the entire business."

The first part of this conclusion remains accurate and consistent with the conclusions of the current evaluation. However, the second part involving the need for a more "holistic" approach leads to confusion. An analysis of training activities carried out between 1992 and 1997 (See Annex 4) shows that out of 954 training events approximately 40 percent dealt with administrative topics which supported all cooperative activities rather than being directed at only NTAEs and NTAs. Furthermore, interviews revealed that technical assistance in administrative areas supported the whole range of cooperative activities.

"It is doubtful that the Salvadorean Producers' and Exporters' Organization (PROXSAL) will be sustainable by the time the NTAE project ends. The organization is young and inexperienced, has not achieved financial self-sufficiency, and may experience conflicts of interest in trying to serve its highly varied membership."

This conclusion was made approximately two and a half years ago based on a PACD of June 1996. Since that time much has been done by both PROXSAL and CLUSA to make the organization self-sustainable. At this point in time CLUSA's subsidy to PROXSAL consists of salary support for three positions including that of the General Manager. This subsidy is scheduled to be phased out by April 1998, although there are no hard and fast assurances that this will be the case. The degree to which PROXSAL will become economically sustainable depends heavily on the volume of produce it handles and the commissions it charges to its growers.

The possibility of conflicts of interest involved PROEXSAL's early attempts to increase volume by growing its own product for the local and export markets. Since the Mid-Term Evaluation this type of activity has been eliminated.

"The promotion of organic crops makes good economic sense because earnings tend to be greater than for traditional crops. The reason is that production costs are lower since on-farm labor is used to produce organic fertilizers and "natural" pesticides at a lower cost than imported, synthetic products. For most crops, yields of organically grown crops are similar to yields obtained using traditional agricultural practices. Furthermore, market prices of organic products tend to be higher when these are targeted on small but growing "niche" markets. Additionally the team was impressed by the disciplined agricultural practices that accompanied organic agriculture (e.g. terracing), and by the use of non-synthetic fertilizers and pesticides which make the crop more friendly to the natural environment. The concept of organically grown products fits well with current market trends, especially in European markets."

This conclusion is even more valid today than it was two and a half years ago since the market for "organically" produced products has continued to grow significantly in Europe, North America, and Japan, as well as locally (See quote by USDA Secretary Dan Glickman concerning the market for organic products in the US in Section IV G below.)

"CLUSA has contributed to the institutional development and management ability in the assisted cooperatives. However, it needs to do more to help improve the management of the cooperatives' traditional agricultural activities, as indicated in the Project Paper."

The current evaluator disagrees with this conclusion for two reasons. The first is that CLUSA has been providing administrative and management services to the cooperatives it works with since 1992. This technical assistance and training have been applicable to both non-traditional and traditional crops as well as to organic and conventionally grown crops. Accounting systems, strategic planning, computerization, and personnel management, to name a few of the areas in which CLUSA has been working, are easily transferable to all crops which a particular cooperative is involved with. Specifically targeting traditional and non-organic crops would have been outside the mandate which CLUSA was given in its Cooperative Agreement, as well as absorbing substantially more resources and reducing the number of cooperatives with which CLUSA had been able to work. Furthermore, in the vast majority of cases these "traditional" crops are limited to two, sugar cane and traditional coffee. CLUSA's Cooperative Agreement specifically prohibits working with sugar cane, and traditional coffee already receives technical assistance and training from PROCAFE and other Salvadorean institutions.

"CLUSA brings a much needed attitude of problem solving and innovation to NTAE production. Examples are organic activities and overcoming barriers to (US) imports of fresh jalapenos by exporting processed product."

This conclusion remains extremely valid. A further example would include a project shift to include produce for the local market once it was determined to be both profitable and less risky to growers.

"Some CLUSA-related cooperatives are sustainable because institutions are in place and market linkages have been created so that they could continue to

operate without outside assistance. Examples of these are honeydew melons, watermelons, organic products, and all crops produced for local processing and later export. About six cooperatives could continue to produce and export fresh products without outside support."

This conclusion continues to be generally correct with some adjustment. CLUSA currently estimates that 23 of the primary organizations with which it works are sustainable (Given continued market conditions, effective primary organization leadership and management, and reasonable weather conditions). Also, CLUSA no longer works with crops destined for local processing and later export, with the exception of organic coffee, since the local processors referred to in the above conclusion have since gone out of business.

"The sustainability of CLUSA's cooperative development efforts have been severely impacted by rotation of cooperative boards of directors which results in periodic management changes. CLUSA feels that assisted cooperatives can never graduate under the present system. Unless the problem is addressed, CLUSA's work will never end. CLUSA must help its clients achieve a separation of cooperative management, which has social and political concerns, from the management of the cooperative businesses. Sustainability must be created on the business side of the operation."

This conclusion stems from the past Cooperative Law which only allowed for the boards of directors to be elected for two-year terms and with the possibility of being re-elected only once. CLUSA has attempted to address this issue principally by lobbying for a change in the law to allow for a four year term of office with a one time possibility of re-election for an equal term. This change in the law became effective in June 1997. While this change has helped lessen the impact of board member rotation, the problem still exists, although to a lesser degree.

B Recommendations

"Given that USAID assistance under the NTAE Production and Marketing Project beyond the current completion date of June 1996 is still being discussed, the team recommends that CLUSA plan for its orderly close. CLUSA should also begin to identify and assign responsibilities to all entities that will continue the organization's work after CLUSA leaves (e.g. technical assistance, marketing services, and institution building), and help improve linkages with outside service organizations to provide the required services on a commercial basis. CLUSA should turn its full attention on leaving institutional structures behind and on making its clients as sustainable as possible, so that there are no shocks when CLUSA's services end."

Shortly after the Mid-Term Evaluation was completed the CLUSA project was, in fact, extended for two additional years and \$1.9 million was added to the project budget. Nevertheless, two and a half years later, for the most part, this recommendation remains valid. While six of the secondary organizations with which CLUSA had been working have been transferred to the CRECER project (SES/CORDES, CODEUSMI, CORALAMA, AGRODESA, COMUS, and the Las Marias coffee processing facility), and two more have become self-sufficient (Columbus and UCRAPROBEX), many of the primary producers' organizations are not as yet sustainable. The sustainability of PROEXSAL upon which many primary organizations depend for marketing services is still questionable.

Of the ten primary producer organizations visited during the course of this evaluation, it is judged that four could pay for CLUSA-type technical assistance (If they would, or not, is another issue) Four more could potentially pay for it after a few more agricultural seasons with continued technical assistance and training from CLUSA, and the remaining two would most likely never become sustainable

Additionally, CLUSA's incursion into the field of organic farming beginning in 1994, will still require a great deal of support, promotion, and experience before it is embraced by a significant number of policy makers, growers, and consumers Currently there are only a few organizations operating in the country, all international and domestic NGOs, which promote organic farming in spite of the significant advances which have already been achieved by CLUSA A further analysis as to the reasons for this is presented below in the Findings Section to this evaluation

In summary, while the original recommendation for an orderly close out of the project became moot once the two-year extension to the project was granted, the recommendation has again become valid at this point in time In the judgement of this evaluator, CLUSA's close out of the project has been as orderly as possible given the continuous demand for its services in the rural parts of the country

"CLUSA should consider the entire farm as an enterprise rather than focus its efforts exclusively on NTAEs It makes little sense for cooperatives to be making solid gains from NTAEs if they are using these to subsidize losses on traditional crops In order to not detract CLUSA specialists from their NTAE work, much of this management development work could be done by sub-contracting with local experts "

This recommendation was not accepted by the CLUSA staff for many of the same reasons mentioned above under the conclusion concerning a "holistic" approach to each cooperative farm A brief mention of these reasons follows 1) Basic grains are simply not profitable under almost any circumstances and only make sense as a subsistence crop for farmers to feed their families, 2) Technical assistance and training for sugar cane is prohibited by CLUSA's cooperative agreement, 3) Technical assistance and training in traditional coffee production is already being provided by PROCAFE and others (At least coffee producers are charged US\$1 00/cwt for this service whether they receive it or not), 4) Working with traditional coffee would detract severely from CLUSA's emphasis on organic coffee, and, 5) CLUSA's administrative, managerial, and technical assistance and training have always addressed, or been applicable to, the entire farm enterprise

This evaluator concurs with the position of the CLUSA staff in rejecting the above recommendation and recommends that it be considered closed

"The mission and role of the Salvadorean Producers and Exporters Organization (PROXSAL) should be better defined PROXSAL, with only one year of existence, is still a developing organization, without a clear mission, and without a clearly defined role as an organization created to serve its members Some of its activities may conflict or compete with its member organizations CLUSA should help PROXSAL develop a self-sufficiency plan "

Since the Mid-term Evaluation CLUSA has placed strong emphasis on many of the issues raised in the above recommendation Its mission and role have been better defined and much experience has been gained over the past two and a

half years Furthermore, it has withdrawn from the previous activities which might have tended to compete with its members A self-sufficiency plan has also been developed between CLUSA and PROEXSAL In an attempt to increase volumes and therefore income to the organization, PROEXSAL has become more involved in supplying the local market with organically grown produce which is a less costly and less risky business than depending solely on non-traditional exports Nevertheless, more work needs to be done before the organization can become totally self-sufficient

In the opinion of this evaluator CLUSA has attempted to comply with this Mid-Term Evaluation recommendation although it is noted that the future sustainability of PROEXSAL is still in doubt

"The requirement to help create a national quality assurance program for NTAEs is viewed as impractical, and it is recommended that it be dropped from the Project "

The plan to create a national quality assurance program for NTAEs was, in fact, dropped in favor of alternative mechanisms One of these entailed CLUSA's hiring of its own quality inspectors on an 'as needed' basis in the US ports of entry of Miami, Florida and McAllen, Texas Prior to this, if USDA/APHIS inspectors found one problem in a container load of produce the entire container was returned to El Salvador or dumped at sea During the period that the CLUSA inspectors were used (1993-96) no shipments were rejected or returned This mechanism was dropped, however, in late 1996 due to a lack of funding

Another initiative related to quality assurance of organic produce including coffee has involved the Organic Crop Improvement Association (OCIA) which currently certifies organic farms and their produce in the US and abroad, including El Salvador The cost, however, can be relatively high and in the past only the larger primary organizations could afford to be involved For example, there is a \$250 membership fee, a \$250 yearly per field inspection fee and an additional fee based on the volume of the crop being certified (\$ 005 per cwt in the case of organic coffee) In order to lower these costs, CLUSA successfully lobbied the OCIA to recognize "Community Growers' Groups" in El Salvador and elsewhere outside the US as one production unit which greatly lowered these costs to small individual farmers

CLUSA's plan, however, was that the quality assurance program would be regional rather than national covering the six countries of Central America CLUSA/El Salvador's sister project in Nicaragua is currently pursuing the regional concept in an attempt to reduce costs to the farmer

In summary, this evaluator notes that CLUSA did comply with, and go beyond, the above recommendation

IV Findings, Conclusions, and Recommendations

A Project Success in Increasing Employment, Production, Earnings, and Area Findings

Table 2 presents project achievements for the past three years in terms of employment generated, by gender, overall production by weight, overall net earnings, and area affected as presented in CLUSA's Quarterly Reports. A note of caution is advised, however, since the information contained in the table represents the evaluator's best judgement in the interpretation of the data. Changing formats, changing indicators, and different reporting requirements over the period combined to require interpolation and best 'guesstimates' in order for there to be continuity in the data presented. The cyclical nature of agriculture, combined with the analysis of short-term and long-term crops also added to some of the vast differences in certain indicators when presented by yearly quarters. Additionally, over the period in question several of the secondary organizations and their primary affiliates were transferred to the CRECER project resulting in the data for these groups being dropped from the CLUSA quarterly reports. Finally, there is often a lag between the quarter in which a crop is harvested and when it is sold giving rise to seemingly unrelated comparisons between the Production and Net Earnings indicators. Nevertheless, in the opinion of the evaluator, while some of the specific numbers presented below might be suspect, the levels of magnitude and their tendencies do offer insight into the achievements attained by the project.

Table 2
Employment Generation, Production, Net Earnings, and Area Planted
by Quarter for the Years 1995-1997

Year-Quarter	Employment		Production (000 cwt)	Net Earnings (Colones)	Area		
	Men (Person Days)	Women			Planted	Harvested	Assisted
1995- 1	52,409	13,102	96,139	1,403,838	115	923	5,710
2	221,552	54,370	32,020	8,937,742	5	1,376	5,712
3	70,867	17,717	11,443	410,668	742	1,248	5,568
4	1,454	364	2,103	(154,392)	339	57	5,618
1996- 1	114,410	28,678	69,058	1,935,191	70	2,020	5,745
2	156,505	39,127	34,664	13,401,527	33	206	6,346
3	1,933	441	1,003	228,190	264	237	3,878
4	3,411	853	15,950	369,456	511	1,266	4,152
1997- 1	158,846	38,712	78,459	681,537	17	1,961	4,909
2	161,338	45,389	40,432	12,813,613	30	1,293	4,909
3	1,850	462	975	117,853	270	--	4,907
4	1,426	356	3,895	178,711	245	--	5,298

Source CLUSA Quarterly Reports, 1995-1997

Conclusion

The project has had a significant impact on the general economic indicators of employment generation, production, net earnings, and area planted, even when taking into consideration the caveats mentioned above in the Findings.

Recommendation

The evaluator recommends that any future Mission activities designed to increase employment, production, net earnings and area cultivated in the rural sector attempt to include as much of the CLUSA methodology as possible

B Institutional Development, Management, and Organizational Strengthening

Findings

Approximately 40 percent of the project's technical assistance/training has involved administrative topics including institutional development, management, and organizational strengthening (See Annex 4) And while CLUSA's main interest in supporting a given producers' organization has been directed at the stimulation of non-traditional crops for export and the domestic market, the support given in administrative areas is easily transferable to the assisted organizations as a whole This was particularly the case in the cooperatives visited during the evaluation where several of the cooperatives had reached a level of organizational maturity which allowed them to have a hired manager

The project has also promoted institutional strengthening in the area of credit worthiness vis-a-vis the willingness of public and private sector banks to lend money to agrarian reform sector cooperatives The 1993 Agricultural Sector Survey documents the general unwillingness of the banking sector to make production loans to cooperatives due to the overall lack of profitability in agriculture, as well as the poor repayment rates among these cooperatives With the backing of the CLUSA project, not as a co-signer or guarantor but as a provider of technical assistance, this situation has changed The evaluator was surprised to learn that many of the CLUSA-assisted cooperatives now receive both production and infrastructure credit from not only the Banco de Fomento Agropequario (BFA), but from private sector banks such as the Banco Salvadoreño and the Banco Agricola Comercial as well

Additionally, CLUSA's role in influencing a change in the Cooperative Law allowing for boards of directors to be elected for two consecutive terms of four years each, rather than for two years, will aid in the continuity of management and the institutional strengthening of many of the producer cooperatives in the country

Conclusion

The project has been successful in improving the administrative capabilities of its assisted cooperatives Much more still remains to be done, especially at the primary level

Recommendation

It is recommended that any future Mission activity to support agricultural primary and secondary organizations include activities in institutional development, management, and organizational strengthening in addition to technical and marketing services

C Sustainability of Secondary Level Producers' Organizations

Findings

For the purposes of this evaluation the concept of organizational sustainability is defined as the ability of an organization to provide services to its members or affiliates in a timely fashion in the absence of subsidies, donations, or any other type of outside financial support in the medium to long term. Absent the ability of the evaluator to perform a detailed financial analysis of the many primary and secondary producers' organizations with which the project has worked, the findings for this issue are based on interviews with managers and members of the boards of directors of a sample of organizations served by the project.

In the case of secondary organizations, only UCRAPROBEX and AGRODESA are thought to be sustainable in the short to medium term. At the primary level the situation is a bit more difficult to analyze. As has been stated above, of the ten primary organizations visited, four appeared to be sustainable in the short to medium term, four more appeared to have the potential for sustainability with further support from CLUSA or another development organization, and the last two did not appear to have any possibility of sustainability even with continued support from the project. At least two factors appeared to be pivotal in the subjective ranking of these organizations: good leadership, including the ability to hire and retain a manager, and, the form of land tenure (collective ownership, individual ownership, or mixed, i.e., a combination of both) which the primary organization has chosen.

In the case of the former a critical element appears to be the general consciousness level of the membership that the presence of a manager was important enough to justify the relatively high salary which a manager would require--could the results of his work pay for his salary (All managers interviewed were male). In the case of the latter, the "mixed" form of tenure proved to be essential. This is where the backbone of the organization (In the case of the sample this was either coffee or sugar cane) is managed collectively to achieve economies of scale, the timely use of machinery and other infrastructure, and the ability to hire a staff including a manager, while each member had been given a parcel of land (In the sample, from one to three manzanas) which he/she could call their own for the planting of subsistence crops, principally corn and beans. Groups which had divided their farm into individual farmer-owned parcels, sold off its machinery and other infrastructure, and were attempting to become a service cooperative, had the least chance of attaining sustainability.

The last finding regarding the sustainability of project activities involves PROEXSAL which is of particular importance since so many of the primary organizations with which CLUSA works depend on it for critical marketing services. While PROEXSAL through the support it receives from CLUSA has made significant progress in the past three years in terms of more efficient management, increased services to member organizations, and a better concept of their organizational role, it still receives a subsidy from the project in terms of salary support for three important positions including the general manager. While this subsidy is due to be phased out by April of this year, there still exists doubt as to whether this will happen or not. In this situation, success will be determined by increases in the volume of produce marketed since it is believed that increased commissions charged to member organizations would eat into already weak profit margins at the primary level.

Conclusions

While many of the secondary organizations with which the project has worked have attained acceptable levels of sustainability, the situation with many primary level organizations is less certain. The sustainability of PROXSAL has not as yet been achieved and will be critical to the survival of many primary organizations with which the project has work over the past years.

Good leadership, including the ability to hire a manager, along with the type of land tenure are critical factors in whether or not an organization has the potential to become sustainable.

Recommendation

In the few months remaining before project termination CLUSA should concentrate its efforts on making PROXSAL and its members as sustainable as possible. Administrative efficiency, analysis of member needs, and increased volumes of produce should be given particular attention.

D Environmental Impact

Findings

The project has been successful in raising the general awareness level concerning the damage of traditional agricultural practices to the environment and to the producers and consumers of agricultural products. By stressing the economic benefits of organic produce the project has also achieved significant changes affecting the natural environment and, to a lesser degree, the health of the Salvadorean population. By recommending organic methods of cultivation the project has created a market for specific agricultural waste products which can be used to increase the productivity of organic agriculture. For example, in the case of organic compost used as a substitute for synthetic chemical fertilizers the use of animal manure, coffee pulp, and other agricultural byproducts are now beginning to be sold whereas before they were given away for free, or simply dumped in rivers and streams.

Terracing, 'green' borders, organic compost, and the planting of wood lots (Six of the CLUSA assisted primary groups had planted a variety of tree species on approximately 250 manzanas of their land) have also led to soil conservation in many areas, particularly on hillsides where much agriculture take place. Even more quantifiable, however, is the reduced use of synthetic pesticides, herbicides, and other agro-chemicals on many farms and the total absence of these products on farms which have been certified as 'organic'. CLUSA technicians estimate that in the four years since organic methods have become part of the project over US\$ 2.1 million worth of chemical fertilizers and pesticides have not been used which not only represents a savings to farmers in terms of purchased inputs and to the economy as a whole in terms of reduced imports, but to the health of farmers and to the natural environment as well. (See Annex 5 which shows the organically grown crops and their respective number of manzanas together with the fertilizers and pesticides which would have been applied if the crops had been grown under conventional means.) While this figure is significant in its own right, it could be much higher if the reduced use of agro-chemicals in terms of the 'environmentally friendly' practices which the project also promotes were added.

There is also anecdotal evidence that the emphasis on organic production, as well as the more 'environmentally friendly' use of agro-chemicals has tended

to break the relationship between farmers and the purveyors of agro-chemicals who tend to base their recommendations on the 'more is better' strategy in order to increase sales. It is also important to note that the environmental impact of the project has not only been in terms of increases in organic production, but has also influenced a more rational use of agro-chemicals in terms of integrated pest management, the switching from the use of Schedule 1 and 2 pesticides to those in Schedules 3 and 4, and an increased awareness among producers as to the long term use, and contact with, agro-chemicals (Pesticides are ranked according to their relative toxicity to humans and other life forms with those on Schedule 1 being the most toxic and those in Schedule 4 being the least toxic. For those who can not read, the schedules are also assigned respective colors, i.e., red, blue, green, and yellow.)

In the long run, however, the most significant elements of the project's efforts to promote organics on the one hand and environmentally friendly techniques on the other will be in terms of governmental policies and consumer preferences. In terms of the former, the project has been influential in the proposed drafting of sections covering the production of organic produce of the new environmental law currently before the Salvadorean Assembly, and while the latter is difficult to measure it is impressive to see the ever increasing demand for organically produced products in local super markets and restaurants. Another policy achievement of the project in both economic terms, which supports the issue of sustainability, and environmental terms, which supports the organic focus of the project, is CLUSA's influence on allowing organically grown and 'gourmet' coffees to be eligible for the six percent 'drawback' which is part of the GOES attempt to stimulate the economy through non-traditional exports.

Conclusions

The project has had a recognized impact on environmental issues including the reduced and more rational use of synthetic agro-chemicals, the use of agricultural byproducts which previously polluted the environment, the adoption of various agricultural techniques which lead to soil conservation, and in the promotion of specific governmental policies which will lead to a more rational use of agro-chemicals. There is also circumstantial evidence that the project has been influential in creating public awareness as to the dangers of chemical-based agriculture and to the benefits of organically and 'environmentally friendly' produced agricultural commodities.

Recommendation

In the past four years CLUSA has been able to help 'start the ball rolling' in terms of the environmental impact of chemical-based agriculture, but much more continued pressure, experimentation, and dissemination of knowledge and techniques is necessary. The first and most obvious recommendation is that CLUSA's activities in organic and environmentally friendly agriculture be continued. If this is not possible, then whatever other mechanism the Mission chooses to implement its environmental programs should contain elements of the CLUSA methodology.

E The Value of Soil and Other Types of Agronomic Testing

Finding

In its efforts to promote organic and conventional production, CLUSA technicians have often included soil testing as a means of verifying the

availability of macro and micro plant nutrients. In some cases this has extended to the testing of various compost mixes for those crops grown under organic methods. The FUSADES laboratory as well as other labs in the country and in the US have been used for this purpose. Nevertheless, in the opinion of the evaluator this type of testing has not been consistent, and has only covered a small percentage of the lands under production. This has also been true in the case of the various compost mixes whose contents can vary considerably. Likewise, the testing of soils and compost mixes as they relate to the specific requirements of various crops has also generally not been done.

The need for extensive testing of soils and any soil amendments (fertilizers and compost), by crop is a basic step in any crop improvement program and needs to be done both periodically and extensively since soil types and the availability of soil nutrients can vary considerably from farm to farm. Furthermore, the nutrient requirements of the many crops which the project has been involved with can also vary significantly. In the case of compost, the nutrient value can also vary depending on the composition of the compost and the ways in which it is handled, stored, and applied. This is especially true in the case of nitrogen, the most important element in either soil or compost since it has a tendency to volatilize into the air, especially in the humid sub-tropics.

Another factor in addition to the levels of nutrients, and which can be determined by laboratory testing, is the relative pH of soils and compost mixes (acidity or alkalinity). The pH level can determine such important factors as the availability of nutrients to growing plants, the bonding of nutrients to soil so that they do not volatilize or leach away, and the quality and volume of plant growth.

Conclusion

While soil and compost testing has been performed in many cases, it has not been done in a consistent manner, nor has it been done over time to monitor the effects of soil amendments. Crop specific soil and compost testing has generally also not been done.

Recommendation

Any future attempts to improve crop production should begin with extensive soil and soil amendment testing to determine nutrient levels and soil and amendment pH. Nutrient and pH levels should also be monitored on a regular basis.

F Gender Impact

Findings

The promotion of both NTAEs and NTAs has had a positive impact on increased opportunities for women. Table 2 above shows that the ratio of person-days generated for women as a result of the project is approximately twenty percent. This percentage rises in significance when one realizes that women in rural El Salvador have far fewer alternatives to employment than do men.

In terms of training, Annex 4 demonstrates that women have been the recipients of approximately twelve percent of the training which has been provided by the project. This percentage becomes more relevant when one considers that this

training is normally given to the members, and more specifically, leaders of the primary organizations in which women are definitely in the minority

While it was not possible to quantify the percentage of women holding elected positions in the primary and secondary organizations served by the project, their presence in individual groups appears to be growing. Also of interest, and somewhat a surprise to the evaluator, is the fact that in the groups interviewed, by law women receive the same daily wage rate for field work as do men.

Additionally, there is anecdotal evidence that the number of women cooperative members is on the increase. Two reasons for this stand out. The first is that as male cooperative members die, it is common practice for their spouse (legal or common law) to assume the role of member in the cooperative. Secondly, and in the case of cooperatives that have not paid their Agrarian Debt and are therefore technically under the direction of ISTA, (The vast majority) that when male members withdraw from a cooperative due to death, migration, or other reasons, and the number of current members falls to near, or below, the ISTA assigned member/land ratio, there is a potential and often real threat that ISTA will impose additional members from other parts of the country. To avoid this some cooperatives have resorted to officially recognizing the spouses of current male members as new members with full rights and privileges.

One last point having to do with gender issues needs to be made. Of all the interviews conducted by the evaluator for this study, perhaps the most impressive and insightful was with a young 'sister' assigned to the parish in Perquin in the Department of Morazan to work with an organization called 'Comunidades Eclesiasticas de Base de El Salvador,' (CEBES). This organization, together with CLUSA technicians had formed a 'pre-cooperative' among eleven women for the purpose of growing organic vegetables, both for the local market as well as to improve the nutrition of their families. However, by the time of the interview only two women remained actively engaged in the organization continuing to grow vegetables. As explained by the 'sister', the reason for the loss of interest among the women centered around two principal reasons: the fact that all of the CLUSA technicians were men and that the women found it difficult to learn from men, and, that this group of women were some of the most down trodden and least educated women in the country and simply did not understand the practices being demonstrated by the technicians.

Conclusion

Women have benefitted to a significant degree from the project and its emphasis on NTAEs and NTAs. This is demonstrated in terms of employment generated, training received, and to a lesser extent to the leadership roles they carry out. While the percentages for person days of employment generated for women and training provided for women do not approximate the same percentages for men, one must remember that for the most part these indicators in the past were close to zero.

In its attempts to reach a wider audience of women beneficiaries, especially those less educated, female technicians, especially those with training in basic education techniques, might make a significant difference in terms of the impact of technical assistance on those women.

Recommendation

Future Mission programs to reach the rural poor should include specific mechanisms which address the role of women, their participation in primary and secondary organizations, and the benefits they derive from membership. Future projects should make every attempt to include one, or more, female technicians among its staff, and these women should be trained in basic education techniques.

G Synergy of Project Activities

Findings

The project has made use of and coordinated with several USAID funded projects. Examples of synergy include coordination with the USAID-funded Sustain Project, the Farmer to Farmer Program, and CLUSA's Cooperative to Cooperative Program (USAID Core grant funding). Also, the CLUSA program was one of the implementing organizations for the Mission's 394 National Reconstruction Program. While not a USAID program, the project has also collaborated with the U S Embassy's Globe Program, where four CLUSA-supported cooperatives have established Globe schools which connects these schools to the Internet, and which have been so successful among students and their parents that the Ministry of Education has agreed to support nine additional Globe schools with its own funds.

Synergy with the Mission funded PROCAFE project has been slight since the PROCAFE board of directors, top management, and technicians have not as yet been convinced of the merits of organically produced coffee. There does exist some incipient interest in the organization, however, and only time will tell if any true collaboration with PROCAFE will take place.

What is disturbing, however, is that coordination between the CLUSA project and the CRECER project has been minimal and only exists at the field level in the case where ex-CLUSA staff have been transferred to CRECER. Even more disturbing, however, is that this lack of synergy seems to have come about by design. Formally and officially, collaboration between the two projects is supposed to take place at the NCBA/Washington level where the NCBA's International Director is charged with coordination between the two projects (The NCBA is a sub-contractor to Chemonics International in the CRECER project). This is seen by the evaluator as an unworkable and impractical relationship.

Conclusion

It is most likely that much more synergy took place in the implementation of the project than was originally planned for in the project design. However, coordination between the Mission's two agriculturally oriented projects, for all practical purposes does not take place.

Recommendation

Coordination/collaboration/synergy of all agriculturally related projects should be built in at the field level in the design of all future projects. This should include S O #4 environmental projects as well.

H The Validity of the NTAE Strategy

Findings

Regarding the NTAE Project strategy, CLUSA was responsible for two pivotal changes in the project as it was originally designed. Beginning with the implementation of the Caribbean Basin Initiative (CBI) in the early 1980s every USAID mission in Central America and the Caribbean developed a non-traditional export strategy most of which were based on the establishment of Duty Free Zones in the case of industrialized exports, and all of which were based on the concept of 'niche markets' and 'windows of opportunity' in the case of agricultural exports. The later attempted to identify periods of time, literally weeks in most cases, between when certain crops cease to be available for the US market from states such as Florida and California, and when they become available from Mexico. None of the missions or their contractors working in these projects attempted to think of these niches in terms of a diversified or transformed product rather than 'hitting the right window' in terms of periods of time.

Then in the early 1990s the countries of El Salvador and Nicaragua attempted to implement the same type of strategy. However, in both cases due to their recently concluded civil wars (As well as the Sandinista period in the case of Nicaragua) they arrived late in the process when countries like Costa Rica and the Dominican Republic had all but filled these 'windows of opportunity' and competition was strong and prices were falling. The CLUSA management then hit on a new strategy which was slightly different from what the competition was doing and which involved a transformation of several products by growing them under 'organic' conditions--coffee, cocoa, sesame, and cashew nuts being the principal crops. The additional factor that the recently concluded civil war in El Salvador had left large portions of the country's agricultural land untouched by synthetic agro-chemicals for as much as twelve years meant that many producers could go directly into organic production rather than waiting the normal three years for organic certification. This has meant that for those producers opting for organic methods of production the amount of purchased inputs and the actual costs of production are decreased, often substantially. The increased labor requirements of organically grown products does counter balance these decreased costs to a lesser degree, but even as such this results in greater returns to the farm family and to rural workers in general.

This product transformation closely coincided with the growing organic consumers' movement in the US and elsewhere. To quote the US Secretary of Agriculture, Dan Glickman, in a speech given on December 15, 1997, "Total retail sales of organic commodities have gone from \$78 million in 1980, to \$1 billion in 1990, and to \$3.5 billion in 1996." Essentially, demand was, and continues to be, growing faster than supply and a new niche market has been created. This situation of demand being greater than supply has prompted the development of a 'Premium' market for many organically grown crops, especially coffee. This has resulted in the payment of price premiums averaging between US\$ 30.00 and US\$ 65.00 per cwt over the New York spot market. Table 3 shows the significance of this growth for El Salvador.

Table 3
 Certified Organic Exports*
 1994-1998
 (000 US\$)

Season	Value
1994-95	\$ 2,305
1995-96	2,471
1996-97	3,163
1997-98**	3,953

* Does not include Coffee
 **Projected

Source PROXSAL

It is important to note that the existence of premium prices will last as long as supply lags behind demand. Nevertheless, it is felt that this will be the case for at least the medium term.

The second pivotal deviation from the original project design involved the dropping of the E in NTAEs when it was discovered that a small but growing market existed for non-traditional organic commodities in the Salvadorean domestic market. The demand for non-traditional fruits and vegetables was already being exploited by Guatemala which was, and still is, exporting millions of dollars of produce into El Salvador although most of it is not organic. The strategy of supplying the domestic market was therefore ideal for two reasons. It not only coincided with proven strategies of import substitution, but it also met a growing consumer demand for organically and/or cleaner and more presentable agricultural products. PROXSAL and its member producer associations currently market the vast amount of the organically produced fruits and vegetables grown in the country, as well as several other non-traditional commodities grown using conventional practices. In 1996 alone C/ 490,835 of organic non-traditionals and C/ 217,723 in conventionally produced non-traditionals were marketed by PROXSAL through the four biggest supermarket chains and more than a dozen restaurants in the country.

Conclusion

At this point in time the market demand for non-traditional organically produced exports is growing faster than supply resulting in significantly higher premiums paid for the product. Organically grown non-traditionals also offer reduced production costs while at the same time demanding higher labor costs, although not higher than the savings incurred from not having to pay for imported agro-chemicals. This is generally true for both exports and for produce sold through the domestic market. Furthermore, it is ideally suited for small growers in that even during the transition period, while the farmer is waiting for organic certification, the reduced costs of production more than make up for the potential in reduced yields and gross income. In summary, the now adjusted NTAE strategy proposed in the original project design is even more valid today than it was ten years ago when it was originally conceived. Of all the development strategies which the Mission might adopt for El Salvador's rural sector, the organic NTAE and NTA strategy is the one most likely to be successful.

Recommendation

The findings and conclusions for this issue are extremely clear. One of the best strategies for assistance to the country's rural poor is to continue with the CLUSA-developed methodology of producing organic NTAEs and NTAs.

I Consistency with the Mission's Strategic Objective # 1

Findings

The vast majority of readers of this evaluation report will be familiar with the Mission's Results Framework and where the NTAE (Later changed to NTA) Production and Marketing Project falls in relation to Strategic Objective Number One, "Expanded Access and Economic Opportunity for El Salvador's Rural Poor Families". Nevertheless, it is most likely appropriate to continue the discussion with the progression to the Result Number 3, "Expanded Equitable Access to Financial, Technological and Marketing Services by the Rural Poor," to the Intermediate Result of "Increased Coverage of Sustainable Secondary Organizations Providing Technology and Marketing Services," to Results Package 3b, which includes, "Increased Affiliations of Producers to Primary Organizations", "Improved Sustainability of Primary Level Organizations Through Stable Management," and "Increased Value of Product Marketed by Primary Organizations."

Beginning from the bottom and moving upward, the potential and actual contribution of the project is somewhat difficult to measure due to the strict and simplistic nature of the results framework, as well as the limited nature of the Results Package indicators. For example, "Increased Affiliations of Producers to Primary Organizations", is a bogus indicator for the most part since the vast majority of the universe of primary organizations with which CLUSA works have little interest or motivation to expand membership since this would mean a dilution of the value of distributed profits as well as a dilution of the value of the cooperative enterprise pertaining to each member. In reality, the indicator should read, "Increased number of producers affiliated to primary associations receiving technology and marketing services". This would allow for the project to increase the number of producers being served through an increase in the number of primary associations receiving services. This is the number which is reported by CLUSA in its Quarterly Reports to the Mission.

The second indicator, "Improved Sustainability of Primary Level Organizations Through Stable Management", attempts to get at the problem mentioned elsewhere in this report concerning the old Cooperative Law which only allowed for two consecutive two year terms of office for cooperative boards of directors. This resulted in a high turnover of cooperative officers in a relatively short time frame which, in turn, led to often radical changes in a cooperative's goals and objectives which is seen as unstable management. CLUSA lobbied hard for a change in the law increasing the terms of office. This lobbying effort paid off last year when the law was changed to allow for two consecutive four year terms of office effectively doubling the permitted time in office and reducing the relatively high turnovers of the past. CLUSA has also attempted to separate the role of elected officials from the responsibilities and duties of hired cooperative managers and, in the case where they do not exist, through the establishment of 'Production Committees' whose terms in office would be unlimited and, at least theoretically, would not change when the boards of directors change. This approach has not always been successful, however, as many newly elected boards tend to choose 'their own people' as

managers and/or production committee members CLUSA can have little control in these cases

The third indicator, "Increased Value of Product Marketed by Primary Organizations", has been easier to monitor as Tables 1 through 3 above demonstrate In all cases, both primary and secondary organizations have surpassed their original targets related to the marketing of produce both in terms of volume and value

Moving up the Results Framework, since all three of the Results Package indicators are positive, then by inference one can say that the Intermediate and the Primary Results have been achieved and therefore the S O #1 has been accomplished

Lastly, it should be pointed out that not only has the CLUSA project made a significant contribution to the achievement of S O #1 in El Salvador, but the model embodied in the project has also aided in the achievement of Economic Growth objectives in at least two other USAID-assisted countries, Nicaragua and Indonesia

Conclusion

The project has met and surpassed the results set forth in the Results Framework

Recommendation

Given the progress of the project to date in terms of the Results Framework it is recommended that the CLUSA methodology is sound and should be continued both in El Salvador and elsewhere

V Lessons Learned

A Flexibility in Project Management

Even the best of project designs need to be flexible enough to allow for changing situations in a project's environment. In the opinion of the evaluator, both project management as well as the Mission's project officers were willing to be flexible in the achievement of project objectives and it was this factor more than any other which has led to project success. The two strongest examples of this flexibility were discussed in Section IV of this report and include the shift in focus from being purely export oriented to a focus which included the local domestic market, and, the shift from non-traditional agricultural commodities grown under conventional methods to those grown under organic methods. Without these two changes in project focus the project might still have been successful but no where near as successful as it has been.

Other less pivotal deviations from the original project design, but nonetheless important, include the hiring by CLUSA of US-based produce inspectors which greatly reduced, or in fact eliminated, the rejection of produce in the U S, the ability to contract with a wide range of internal and external advisors once specific needs were identified rather than following a fixed technical assistance plan, and, the willingness of CLUSA to assist with policy initiatives such as the six percent drawback on organic and gourmet coffee exports, changes in the Cooperative Law, and assistance in the drafting of the new Environmental Law.

B The 'Mística' of the Job

The Spanish word 'mística' does not translate well into any one single word in English. In the Spanish language it combines the elements of dedication to work, a special way of relating to the people one is trying to assist, respect for those people, working long hours in often uncomfortable situations, and most of all, enjoying the work. Almost without exception, from the Minister of Agriculture, to the NGOs with which CLUSA collaborates, to the cooperatives and the members it serves, the word 'mística' consistently came up whenever the respondents attempted to explain the relationship that they had had with CLUSA staff, or the reasons why they thought the CLUSA staff had been successful.

How to replicate or promote 'mística' is the real question. Surely it requires good leadership, as well as the ability to observe its potential in others as staff are selected. It most likely also contains certain philosophical attributes such as a desire to help people improve their lives or a dedication to a particular cause such as organic farming or the environment. Lastly, it might also contain an element of appreciation from both the people being assisted, as well as from the various people with whom one works and works for. It is not an easy concept to define, but in this project as in many other projects it is an essential element of success.

C The Modality of the Working Environment

This lesson learned has elements of both A and B above but is neither the result of flexibility nor of the personalities charged with project implementation. Rather it stems from an intentional project design decision to work as an NGO/PVO outside of government and outside of many of the public or private bureaucracies where the project could have been located. CLUSA's

role as an NGO/PVO working independently but in coordination with other organizations, both public and private, is no doubt yet another reason for the success of the project

D The Role of an External Change Agent

This project, as in many other projects reviewed by the evaluator has contained a mixture of expatriate and local staff. In this case, however, the expatriate staff has been limited to a senior manager combined with many outside technical experts. The role of an expatriate senior manager is seen as another critical element and causal factor of project success. If the person is allowed the flexibility, has the 'mística', and works outside of normal bureaucratic channels, he/she can often achieve the trust and confidence of the people being assisted, as well as the trust and confidence of 'power brokers' within the environment that a particular project is being implemented. If the right person is chosen, an expatriate manager is also insulated from certain pressures be they societal, economic, or political allowing the person to work in an unfettered manner which can be extremely important in determining the success or failure of a project.

VI Success Stories

The Scope of Work calls for the inclusion of Success Stories which were promoted by the project and which came to light during the course of the evaluation. In reality there are many success stories to choose from, some small and some quite large. In this case the evaluator has chosen two, a coffee cooperative managed under communal tenure, and an organic vegetable service cooperative managed under individual tenure.

San Rafael Los Naranjos

The San Rafael cooperative grew out of the Agrarian Reform legislation of the early 1980s and has been in existence for seventeen years. It has 31 members who work 122 manzanas of high altitude coffee, 30 of which are certified for organic coffee production, with 30 more in transition towards certification. The cooperative managed to pay off its Agrarian Debt in 1989 and has clear title to its land. The land is farmed collectively as a unit. Due to strong profits in past years and the capitalization of those profits, the cooperative self-finances its production costs.

Their average yield is 3,500 cwt of 'green' coffee in a good year, or just over 29 cwt per manzana, which is quite good. The differences in yield between organic and conventional is interesting. In the first year of organic production, 1994-95, the 30 manzanas of organic coffee produced 17 cwt /manzana, while the conventional coffee produced 25. Last year, 1996-97, the difference was less with the organic producing 27 cwt /manzana and the conventional producing 30 cwt /manzana. The real differences, however, lie in the relative costs of production and the price received for the different types of coffee. In the 1995-96 season for example, the costs of production for the organic coffee were 45 percent lower than the per manzana costs of conventional coffee, while the price received for the organic coffee was 43 percent higher than that for the conventional coffee (A \$50.00/cwt premium). Given these impressive results, the cooperative plans to eventually convert all of its land to organic production.

While the net income from both types of coffee is impressive in its own right, what the cooperative has done with the profits is even more impressive. In addition to the 31 members, the cooperative has 150 full-time workers who are paid C/ 292.50 biweekly, while the members receive C/ 392.50, a difference of C/ 100.00 per pay period. Additionally, distributed profits over the years has been impressive, from a high of C/ 15,000 per member in 1995 to an average of C/ 3,000 per member in a normal year. Non-members also receive an average annual incentive bonus of C/ 800 per worker. In 1996, in lieu of profit distribution the cooperative, with some assistance from a bank loan, built and paid for houses for all members valued at more than C/ 50,000 each.

In addition, members and non-members receive three meals per day from the cooperative, while members receive free water, electricity, and telephone services. Free health and life insurance is also provided, and the cooperative manages a store which sells consumer goods at cost to members and non-members. The cooperative also provides many of the supplies and maintenance costs of two local schools as well as supporting several sports teams.

CIUSA has been working with this cooperative since 1993 and in addition to technical assistance with the organic coffee production has provided support in accounting, strategic planning, and cooperative organization. The hired

staff includes a manager and an accountant, both of whom are members of the cooperative. Reasons for success include good land, good leadership, and a strong work ethic among the members.

Cooperativa de Productos Organicos "Los Planes"

This is a service cooperative composed of small-scale land owners who have traditionally owned their own land since before the Agrarian Reform. It currently has 18 members, although CLUSA staff estimate that it has a potential to reach over 1,000 small scale farmers spread over six surrounding 'cantones' in this remote and hilly part of northern El Salvador. Membership is open to all who agree to produce organically. While the cooperative membership has access to over 60 manzanas, approximately 480 are said to be within the area of influence of the cooperative. Much of the land is irrigated which allows for year round production. CLUSA has been working in the area since 1993 and has provided technical assistance in organic vegetable farming, soil conservation, and cooperative administration and management. Soil conservation has taken the form of terracing, 'green' borders, and organic soil amendments. Crops grown include lettuce, carrots, peas, onions, spinach, and strawberries, among others.

In 1997, the Inter-American Foundation (IAF) provided the cooperative with a loan to construct a packing and preparation facility where organic produce is readied for market. This facility provides part-time employment for between 25 and 30 women who clean and package the vegetables before shipment to market in San Salvador. At present the packaging facility operates on average two days per week on a year round basis. The expectation is for the number of days per week to increase as the demand for organic produce increases.

Attracted by the need for electricity at the processing facility, the National Rural Electrification Cooperative Association (NRECA/US) recently assisted in connecting the processing facility and several surrounding 'cantones' to the national grid. In a similar demonstration of synergy a road through the area was recently completed using funding from the USAID-funded '394' project with the assistance of member labor.

Produce is marketed through PROEXSAL which extracts 20 percent of the wholesale price as a commission to pay for its services which includes refrigerated transportation. The cooperative extracts one percent from the PROEXSAL payments for its operating costs, and the rest is distributed to the farmers who grow the produce.

Most important is the fact that the farmer/members now receive a year round income in addition to the year round employment provided to the workers in the packing facility. Family/member income has increased over 300 percent from approximately \$860 to \$2,800 annually. Furthermore, it is estimated that each new job added at the packing facility currently provides approximately \$480 in yearly income.

In addition, it is said that the nutritional levels in the area have improved since many of the families now eat a portion of the produce which they grow. Additionally, the cooperative was recently awarded a prize by the Ministry of the Environment for its work with organically produced vegetables.

Annexes

Annex 1
Scope of Work

I- BACKGROUND

Exports of traditional agricultural products (coffee, sugar cane and cotton) decreased in volume during the 1980s. Faced with the negative impact this trend had on Agrarian Reform Cooperatives, CLUSA conducted a study to determine alternative production activities. This study was used to design a project to forge linkages between Agrarian Reform Cooperatives and processors/exporters/buyers non-traditional agricultural export (NTAE) products. Mission strategies, as well, identified NTAE as essential to achieve the goal of increasing employment and foreign exchange earnings in El Salvador, at the same time promoting a better economic environment for its inhabitants.

USAID/El Salvador approved a pilot project in August 1988, implemented by CLUSA which ended January 31, 1991. In August 1990, the project was evaluated by an external consulting firm. The evaluation report recommended that " the pilot Cooperative Production and Marketing Project be expanded into a full project for a period of not less than four years, incorporating the lessons learned in this pilot project "

On June 28, 1991, USAID/El Salvador signed a Cooperative Agreement with CLUSA, the purpose of which was to increase the production and marketing of non-traditional agricultural exports (NTAEs) by cooperatives and other small-holder organizations. This would be achieved by increasing and improving production of NTAEs, improving and expanding the NTAE marketing systems, strengthening existing and developing new linkages between NTAE producers and processors/exporters, and promoting investment in NTAE production and marketing.

A- GENERAL INFORMATION ABOUT THE ACTIVITY

USAID Activity No	519-0392
Implementing Agency	Cooperative League of the United States (CLUSA)
Implementing Mechanism	Cooperative Agreement
Authorization Date	June 28, 1991
USAID Original Grant	\$ 9,000,000
CLUSA Original Counterp	\$2,337,875
Orig Termination date	June 30, 1996
Extension Period	Two years
Extension Amount	\$ 1,900,000
Extension Counterpart	\$ 1,295,458
Total USAID Funding	\$10,900,000
Termination date	June 30, 1998

On July, 31, 1996, \$1,900,000 were added to the Cooperative Agreement for a two year extension. Basically, CLUSA's work for this period was designed to work with 6 secondary level organizations and 23 primary level organizations maintaining the NTAE focus.

Also and very important, the USAID Mission in El Salvador went through a re-engineering process during 1996 in which new Strategic Objectives (SOs) were created for the 1997-2002 period, with a set of underlying Results. Each Result will be attained by a group of activities of similar nature which are gathered in what is called a Results Package.

Result #3, under Strategic Objective #1 (SO1), "Expanded Access and Economic Opportunities for El Salvador's Rural Poor", calls for Expanded Equitable Access to Financial, Technological and Marketing Services by the Rural Poor. The underlying intermediate result that applies to CLUSA is the following: Increased Coverage of Sustainable Secondary Level Organizations Providing Technology and Marketing Services. This Results Package developed new indicators in order to monitor activity's progress and achievement of results. The CLUSA activity was, to a certain point, "re-adjusted" to fit it under the new strategy and indicators. Please see attachment I for SO1 framework and indicators.

CLUSA's activity falls in the Technology/Marketing and Infrastructure Results Package.

B- MID-TERM EVALUATION CONCLUSIONS AND RECOMMENDATIONS

On October 1995, a mid-term evaluation was carried out by AGRIDEC. Major conclusions and recommendation were the following:

1- CONCLUSIONS

- The program has been remarkably successful in meeting and surpassing its targets. There has also been a qualitative change in certain export markets through CLUSA's role as an "honest broker" in coordinating export programs between brokers, producers, and exporters. CLUSA has demonstrated that integrity in NTAEs is good business.
- Recommendations arising from the pilot project have generally been followed. In the instances where they were not followed, in the opinion of this team better solutions were found. The one exception is the failure to provide a more "holistic" approach to management assistance, in which management, planning, and accounting assistance are applied to the entire business.
- It is doubtful that the Salvadoran Producers and Exporters Organization (PROXSAL) will be sustainable by the time the NTAE Project ends. The organization is young and inexperienced, has not achieved financial self-sufficiency, and may experience conflicts of interest in trying to serve its highly varied membership.
- The promotion of organic crops makes good economic sense because earnings tend to be greater than for traditional

crops The reason is that production costs are lower since on-farm labor is used to produce organic fertilizers and "natural" pesticides at a lower cost than imported, synthetic products For most crops, yields of organically grown crops are similar to yields obtained using traditional agricultural practices Furthermore, market prices of organic products tend to be higher when these are targeted on small but growing "niche" markets Additionally the team was impressed by the disciplined agricultural practices that accompanied organic agriculture (e g terracing), and by the use of non-synthetic fertilizers and pesticides which make the crop more friendly to the natural environment The concept of organically grown products fits well with current market trends, especially in European markets

- CLUSA has contributed to the institutional and development of management ability in the assisted cooperatives However, it needs to do more to help improve the management of the cooperatives' traditional agricultural activities, as indicated in the project paper
- CLUSA brings a much needed attitude of problem solving and innovation to NTAE production Examples are organic activities, overcoming barriers to imports of fresh jalapeños by exporting processed product
- Some CLUSA-assisted cooperatives are sustainable because institutions are in place and market linkages have been created so that they could continue to operate without outside assistance Examples of these are honeydew melons, watermelons, organic products, and all crops produced for local processing and later export About six cooperatives could continue to produce and export fresh products without outside support
- The sustainability of CLUSA's cooperative development efforts have been severely impacted by rotation of cooperative boards of directors which results in periodic management changes CLUSA feels that assisted cooperatives can never graduate under the present system Unless the problem is addressed, CLUSA's work will never end CLUSA must help its clients achieve a separation of cooperative management, which have social and political concerns, from the management of the cooperatives business Sustainability must be created on the business side of the operation

2- RECOMMENDATIONS

- Given that USAID assistance under the NTAE Production and Marketing Project beyond the current completion date of June 30, 1996 is still being discussed, the team recommends that CLUSA plan for its orderly close CLUSA should also begin to identify and assign responsibilities to all entities that

will continue the organization's work after CLUSA leaves (e g technical assistance, marketing services, and institution building), and help develop linkages with outside service organizations to provide the required services on a commercial basis CLUSA should turn its full attention on leaving institutional structures behind and on making its clients as sustainable as possible, so that there are no shocks when CLUSA's services end

- CLUSA should consider the entire farm as an enterprise rather than focus its' efforts exclusively on NTAEs It makes little sense for cooperatives to be making solid gains from NTAEs if they are using these to subsidize losses on traditional crops In order to not detract CLUSA specialists from their NTAE work, much of this management development work could be done by sub-contracting with local experts
- The mission and role of the Salvadoran Producers and Exporters Organization (PROEXSAL) should be better defined PROEXSAL, with only one year of existence, is still a developing organization, without a clear mission, and without a clearly defined role as an organization created to serve its members Some of its activities may conflict or compete with its member organizations CLUSA should help PROEXSAL develop a self sufficiency plan
- The requirement to help create a national quality assurance program for NTAEs is viewed as impractical, and it is recommended that it be dropped from the Project

II- SCOPE OF WORK AND METHODOLOGY

A Specific Tasks

The evaluator will become familiar with CLUSA's activities over the past six and one half years through interviews with CLUSA officers, cooperative members, non-governmental organizations (NGOs), small farmers, government officers, cooperative associations, private companies, conduct site visits, and study available documentation such as the Cooperative Agreement and its amendments, mid-term evaluation, etc

The evaluator shall, but will not be limited to, answer the following questions

- 1) To what extent were the recommendations from the mid-term evaluation of the project implemented by CLUSA? Were there conditions after the evaluation that made these recommendations difficult or impossible to implement? Did CLUSA identify better alternatives than the ones suggested in the mid-term evaluation?

- 2) Did work under the project contribute significantly to sustainable increase in temporary and permanent employment for men and women, foreign exchange, and new areas planted to NTAE crops?
- 3) How has CLUSA assistance affected the institutional development of the cooperatives and secondary level organizations/non-governmental organizations served under this project? How have the cooperatives and other institutions benefited in the areas of management and organizational strengthening?
- 4) What accomplishments has the Grantee achieved in supporting the establishment of sustainable institutions/companies for future development of NTAEs and/or locally marketed products in El Salvador?
- 5) What has been the impact of this project on the environment, e g rational use of pesticides, appropriate pesticide management, land use, deforestation, etc ? How has the project approached and monitored these environmental issues?
- 6) Assess the gender impact of the projects - do NTAEs provide increased opportunities for women to become active participants as employees, administrative, staff, cooperative members and officers?
- 7) How did CLUSA coordinated its efforts with other USAID sponsored projects (synergy) such as CRECER, PROCAFE?
- 8) Determine if NTAE development is still a valid strategy for USAID development programs in El Salvador and how it relates to USAID/SO1 present framework
- 9) According to the Mission Strategic Objectives Program this project falls under Strategic Objective #1 "Expanded Access and Economic Opportunities for El Salvador's Rural Poor" The Evaluators will make an assessment of the Project's actual or potential contribution to the achievement of this Strategic Objective and its underlying program results

B Methods and Procedures

The Contractor shall work a six-day week under the supervision of the USAID/El Salvador SO1 Team Leader/Economic Growth Office Director or her designee

Field work will include interviews and site visits with recipients of CLUSA technical assistance and/or training, with agronomists and technical staff from CLUSA and with management personnel. Access to data sources and arrangements to gather data will be facilitated by USAID

The Contractor shall certify that under the Executive Privilege Procedure of the United States Government (USG), no copies of any documents prepared or obtained in the process of this assignment will be made available to any person(s) or institution(s) without the prior written approval of USAID/El Salvador

1 The Evaluator

The Evaluation Specialist must have extensive experience in analyses and evaluations of Latin American USAID funded projects in investment promotion and/or agricultural development His/Her work history should include strategic planning and financial/economic analyses, with at least one prior assignment

The evaluator should have at least Level Three fluency in the Spanish Language (FSI S-3/R-3) One CLUSA manager with English ability will participate as an aid to the evaluator

2 SCHEDULE AND LEVEL OF EFFORT

The work is scheduled to begin by January 15, 1998 and to finish four weeks later A six-day work week is authorized The two initial days in-country will be devoted to preparing a detailed work plan and a short outline of the final report On the third day, the plan shall be presented to the Mission Evaluation Team (MET) for review and approval

Completion of this evaluation will require an estimated twenty six (26) person-days of Contractor effort, plus an estimated ten (10) person-days to be contributed by one CLUSA manager Twenty four days will be devoted to research, field work and preparing the report Two additional days in the U S are estimated to complete the final report incorporating USAID and CLUSA comments Estimate of level of effort by the Contractor is as follows

3 Consultant

person-days

Evaluation Specialist

26

4 REPORTING REQUIREMENTS/DELIVERABLES

A Within two days from the day of arrival, the evaluator will submit a detailed workplan with a short outline of the final report, including intended site visits, for USAID approval

B The evaluator will participate in entrance and exit briefings for the Mission Evaluation Team (MET)

C Draft Report Seven working days before leaving El Salvador, the evaluator shall give USAID three copies of a draft report in English as well as a diskette containing the report The contractor will participate in a MET review of this draft three days after the date of submission of the draft The evaluator will use comments, both written and oral, from this meeting to

revise this draft The contractor shall incorporate the suggested comments and recommendations into a final draft to be left with USAID prior to departure USAID will have 10 working days to review this final draft before returning it to the Contractor

5 Final Report Within four weeks of receipt of USAID comments, the contractor shall incorporate drafting and substantive changes and send to the USAID 20 copies of the complete final report ten in English and ten in Spanish The evaluation report will include the following sections

1) Executive Summary Including purpose of the evaluation, methodology used, findings, conclusions and recommendations It will also include comments on development impact and lessons learned It should be complete enough so that the reader can understand the evaluation without having to read the entire document The summary should be a self-contained document, of no more than four pages

2) Scope of Work and Methodology A copy of the initial scope of work and a detailed outline of methodology used will be included Any deviation from the scope will be explained

3) Evaluation Team A complete list of evaluation team members, including host country personnel, their field of expertise and the role they played on the team

4) Evaluation Findings, Conclusions and Recommendations In a separate section of the report if possible recommendations should be priority actions that can be taken by the USAID and implementing entities Depending on the structure of the evaluation, it may be requested that these be prioritized either in this section or in the executive summary The party responsible for tasking the suggested action should be specified

5) Previous Evaluations, if such exist, should be discussed This will include a brief description of conclusions and recommendations made in the earlier report The evaluator will discuss briefly what use was made of previous evaluation in the present review of the activity

6) Lessons Learned This section should describe the causal relationship factors that proved critical to activity success or failure, including political, policy, economic, social and bureaucratic preconditions within the host country and USAID These should also include a discussion of the techniques or approaches which proved most effective or had to be changed and why Lessons relating to replicability and sustainability will also be discussed

7) Success Stories If during the course of the evaluation, the evaluator identifies success stories it is recommended that the evaluator includes them in the document

8) Paginated Table of Contents

6 USAID Evaluation Summary USAID will provide forms and appropriate guidance for the submission of a draft of this formal summary which is subject to USAID approval

Annex 2

List of People and Organizations Contacted

People	Organizational Affiliation
Edwin Aragon	Ministerio de Agricultura y Ganaderia
Leon Bonilla	CLUSA
Rick Clark	CRECER
Jesus Constanza	CLUSA
Tully Cornick	USAID/El Salvador, S O 1
Rafael Cuellar	USAID/El Salvador, S O 1
Peter Gore	USAID/El Salvador, S O 4
Carmen Elena Hernandez	CEBES, Perquin
Ana Vilma Herrera	Laboratorio de FUSADES
Raul Huevo	Consultant
Stanley Kuehn	CLUSA
Mercedes Letona	BANCOFIT
Lijia de Luna	USAID/El Salvador, S O 1
Mario Monroy	UCRAPROBEX
Jose Godofredo Pacheco	PROEXSAL
Nestor Ulises Palma	UCRAPROBEX
Ricardo Quiñonez	Ministro, MAG
Victor Rios	REDES
Samuel Salazar	CLUSA
Mauricio Salinas	CLUSA
Adolfo Sanchez	Fundacion PROESA
Karen Schwartz	NCBA
Mario Urrutia	CLUSA
Salvador Urrutia	PROCAFE

Organizations

Cooperativa de la Reforma Agraria "Los Achiotales"
Cooperativa de la Reforma Agraria "Cara Sucia"
Cooperativa de la Reforma Agraria "La Carrera"
Cooperativa de la Reforma Agraria "Guayapa"
Cooperativa de la Reforma Agraria "El Gigante"
Cooperativa de la Reforma Agraria "Normandia"
Cooperativa de Productos Organicos "Los Planes"
Cooperativa de La Reforma Agraria "San Jose de Luna"
Cooperativa de la Reforma Agraria "San Rafael Los Naranjos"
Cooperativa de la Reforma Agraria "Santa Adelaida"

Annex 3

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Annex 4
Training Schedule

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
ENERO/FEBRERO DE 1992							
1	Gira de observ a Miami 1er grupo	Miami	22 25/01/92	9	0	9	22 00
2	Presentación de plan de acción	Coop Santa Rita	24/01/92	12	1	13	3 00
3	Gira de observación a Miami 2o grupo	Miami	8-8/01/92	12	1	13	22 00
4	Charla precios de melón y entrada furgones a Miami	Coop Cara Sucia	6/02/92	26	1	27	3 00
5	Charla El café orgánico"	CLUSA	11/02/92	2	0	2	2 50
6	Charla El café orgánico"	Coop La Majada	12/02/92	20	3	23	2 50
7	Charla El ajonjolí Orgánico"	CLUSA	11/02/02	8	0	8	2 00
8	Gira de Observación a Miami 3er grupo	Miami	12 15/02/92	11	0	11	22 00
9	Jornada de Evaluación Cultivo de melón	CLUSA	13/02/92	11	0	11	2 50
10	Curso "Manejo racional de plaguicidas P/entrenadores	EAP El Zamorano	17 28/02/92	2	0	2	70 00
11	Jornada Capacitación p/ capacitadores	CLUSA	18/02/92	19	0	19	6 00
12	Jornada de promoción "Cultivo de nardo"	AGAPE, Sonsonate	20/02/92	54	8	62	4 00
13	Presentación de plan de acción	Coop Casamota	25/03/92	10	0	10	2 00
14	Presentación de plan de acción	Coop Cantora	26/02/92	12	0	12	2 00
15	Presentación de plan de acción	Coop La Pelota	26/02/92	11	2	13	2 00
16	Presentación de plan de acción	Coop La Unión	27/02/92	6	0	6	2 00
17	Presentación de plan de acción	Coop El Edén	27/02/92	9	0	9	3 00
TOTAL				234	16	250	172 50
MARZO DE 1992							
1	Panel forum sobre Giras a Miami melón de exportación	CLUSA	5/03/92	19	0	19	1 50
2	As infor Que es CLUSA y Cults de Mangold y Ajonjolí	Coop San Antonio Silva	10/03/92	122	17	139	2 00
3	Charla la Planificación y plan de acción	Coop San Antonio Silva	4/03/92	9	0	9	1 00
4	Presentación de plan de acción	Coop El Cauca	11/03/92	11	1	12	2 00
5	Presentación de plan de acción	Coop Sta Lucía Orcoyo	11/03/92	11	0	11	2 00
6	Curso Manejo racional de plaguic en el hogar"	EAP El Zamorano	9-13/03/92	0	4	4	40 00
7	Charla La Planificación"	Coop La Chapina	11/30/92	6	0	6	1 00
8	Charla "La Planificación	Coop San Arturo	18/02/92	5	2	7	1 00
9	Evaluación Cultivo de melón	Coop Los Monges	17/03/92	7	0	7	2 00
10	Charla Proyecto CLUSA y CNTE" a Cigarr Morazán	Cerro Verve	20/03/92	17	0	17	1 50
11	Gira de observación plantaciones de melón	Choluteca Honduras	24-27/30/92	27	0	27	18 00
12	Presentación de Plan de acción	Coop Los Monges	26/03/92	14	3	17	3 00
13	Charla Manejo seguro de plaguicidas"	Coop La Pelota	27/03/92	12	4	16	2 00
14	Present Proyecto CLUSA	FECORAO San Miguel	31/03/92	15	2	17	2 00
TOTAL				276	33	308	79 00
ABRIL DE 1992							
1	Evaluación Gira de observ a honduras"	CLUSA	2/04/92	13	0	13	1 00
2	Charla La Planificación	Coop La Granja	30/ 4/92	14	0	14	2 00
3	Charla La Planificación	Coop Los Naranjos	6/04/92	6	0	6	2 00
4	Curso Uso seguro de pesticidas	CLUSA	9-10/ 4/92	19	0	19	8 00
TOTAL				52	0	52	13 00
MAYO DE 1992							
1	Charla Principios de Administración	Coop Casamota	6/05/92	14	0	14	1 00
2	Charla Principios de administración	Coop Nueva Fé	9/05/92	10	0	10	1 00
3	Curso Uso Racional de plaguicidas en el hogar"	Seminario Franciscano/SS	18-22/05/92	0	15	15	44 00
4	Jornada de capacitación p/capacitadores Modulo 1	CLUSA	6/05/92	9	1	10	8 00
5	Jom Capacitación p/ capacitadores (audiovisuales)	CLUSA	7-8/05/92	12	0	12	16 00
6	Jornada de capacitación p/capacitadores Modulo 2	CLUSA	13-14/05/92	17	3	20	12 00
TOTAL				62	19	81	82 00
JUNIO DE 1992							
1	Charla Producción y mercadeo de café orgánico"	CLUSA	4/06/92	16	0	16	2 00
2	Curso Soldadura eléctrica y autógena" z/Paracentral	Coop El Cauca	16-18/06/92	11	0	11	20 00
3	Curso Soldadura eléctrica y autógena z/Occidental	Coop Nva Guayapa	23-25/06/92	13	0	13	20 00
4	Jornada Manejo seguro de pesticidas	Coop Cantora	18/06/92	23	1	24	2 00
5	Jornada Manejo de créditos"	Coop Nva Guayapa	30/06/92	8	0	8	3 00
6	Jornada El café orgánico	Coop La Providencia	30/06/92	5	3	8	3 00
7	Jornada El café orgánico	Coop San Maucio	30/06/92	8	0	8	3 00
TOTAL				84	4	88	53 00
JULIO DE 1992							
1	Charla Mercadeo de Ajonjolí"	Coop El Cauca	1/07/92	14	1	15	2 00
2	Charla "Tipos de comercialización de melón	Coop La Pelota	14/07/92	14	1	15	5 00
3	Exposición Proyecto CLUSA	Coop La Providencia	4/07/92	44	35	79	3 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
4	Exposición Proyecto CLUSA	Coop San Maucio	8/07/92	10	0	10	3 00
5	Exposición Proyecto CLUSA	Coop La Labor	8/07/92	9	0	9	2 00
6	Exposición Proyecto CLUSA	Coop Rancho San Marcos	15/07/92	50	8	58	2 00
7	Exposición Proyecto CLUSA	Coop Nva York	15/07/92	7	0	7	3 00
8	Charla Plan de acción	Coop Barra Ciega	21/07/92	12	0	12	3 00
9	Charla Plan de acción	Coop La Providencia	21/07/92	6	0	6	3 00
10	Charla Plan de acción	Coop La Reina	25/07/92	5	0	5	2 00
11	Charla Manejo seguro de plaguicidas	Coop Casamota	8/07/92	20	11	31	5 00
12	Charla Manejo seguro de plaguicidas"	Coop Los Riyitos	15/07/92	14	0	14	3 00
13	Charla Administración y manejo de créditos	Coop Sta Lucía Orooyo	14/7/92	6	0	6	4 00
14	Charla Administración y manejo de créditos	Coop El Cauca	21/07/92	10	1	11	4 00
15	Charla Administración y manejo de créditos"	Coop San Antonio Silva	22/07/92	13	0	13	4 00
16	Charla La empresa cooperativa"	Coop El Edén	21/07/92	9	0	9	2 00
17	Charla "Proyecto Pepinito"	Coop La Labor	21/07/92	11	0	11	2 00
18	Charla Café orgánico	Coop El Espino	29/07/92	7	0	7	3 00
19	Jornada Evaluación del cultivo de mangold"	Coop Tonala	9/07/92	4	0	4	1 00
20	Curso Soldadura eléctrica y autógena z/Oriental	Coop San Antonio Silva	7 9/07/92	15	0	15	20 00
21	Senirano T Fomento del nego privado en E S	Hotel El Salvador	20-21/07/92	1	0	1	12 00
TOTAL				281	57	338	88 00
AGOSTO DE 1992							
1	Jornada Comercialización de melón de exportación	San Miguel	4/08/92	28	0	28	4 00
2	Jornada Comercialización de melón de exportación	Coop Riberas del Mar	11/08/92	18	0	18	3 00
3	Charla La organización cooperativa	Coop El Edén	11/08/92	8	0	8	2 00
4	Charla La Administración cooperativa"	Coop El Edén	18/08/92	9	0	9	2 00
5	Charla Definición del proceso administrativo	Coop El Edén	25/08/92	10	0	10	2 00
6	Charla "La empresa cooperativa	Coop Los Riyitos	26/08/92	12	0	12	2 00
7	Expos CLUSA y proyecto café orgánico	Coop El Chagute	18/08/92	11	0	11	3 00
8	Expos CLUSA y proyecto café orgánico	Coop Las Cruces	26/8/92	13	0	13	4 00
9	Curso Metodología apropiada p/ educ de adultos	CLUSA	27/08/92	17	0	17	6 00
10	Curso taller La evaluación	CLUSA	28/08/92	17	0	17	5 00
11	IV taller C Americano de fitoprotección en melón	Nicaragua	26-28/08/93	1	0	1	20 00
TOTAL				144	0	144	53 00
SEPTIEMBRE DE 1992							
1	Presentación de proyecto café orgánico y CLUSA	Coop San Rafael	1/09/92	33	6	39	4 00
2	Charla Jistona del cooperativismo	Coop Riberas del Mar	9/09/92	9	7	16	1 00
3	Presentación proyecto CLUSA	Coop El Nilo 1	9/09/92	6	0	6	2 00
4	Presentación proyecto CLUSA	Coop El Carrzal	16/09/92	5	0	5	2 00
5	Presentación proyecto CLUSA	Coop El Pichiche	16/09/92	42	10	52	3 00
6	Charla Flores y plantas ornamentales	CLUSA	4/09/92	18	0	18	1 00
7	Seminario Análisis de suelos y nutrición vegetal	CLUSA	10/09/92	14	0	14	3 00
8	Charla Aspec básicos de mant. /operac de vehículos	CLUSA	18/09/92	17	0	17	2 00
9	Curso Manejo racional de plagas y plaguicidas	ENA	21 25/09/92	23	0	23	40 00
10	Charla Comercialización de nardo"	Coop Los Riyitos	23/09/92	15	0	15	2 00
TOTAL				192	23	205	60 00
OCTUBRE DE 1995							
1	Curso Producción de café orgánico"	Santa Ana	1-3/10/92	39	0	39	44 00
2	Charla Manejo seguro de pesticidas"	Coop Riberas del Mar	13/10/92	34	1	35	2 00
3	Charla Manejo seguro de pesticidas"	Coop San Arturo	15/10/92	12	0	12	2 00
4	Charla Manejo seguro de pesticidas	Coop Los Monges	20/10/92	16	6	22	3 00
5	Charla Manejo seguro de pesticidas"	Coop El Edén	21/10/92	8	0	8	3 00
6	Charla Manejo seguro de pesticidas	Coop Nva York	21/10/92	16	4	20	3 00
7	Charla Manejo seguro de pesticidas	Coop La Unión	27/10/92	9	1	10	3 00
8	Jornada de seguimiento al curso de café orgánico	CLUSA	14/10/92	16	0	16	3 00
9	Jornada Presentación avances A T a UCRAPROBEX	UCRAPROBEX	22/10/92	8	0	8	2 00
10	Gira de observ producción y negociac de nardo	Coop Los Riyitos	14/10/92	13	0	13	4 00
11	Gira de observaci6n de ornamentales y CNTE.	Guatemala	28-31/10/92	11	0	11	45 00
12	Charla La agncultura orgánica	CLUSA	9/10/92	19	0	19	1 00
13	Jornada La empresa cooperativa"	Coop Los Monges	27/10/92	12	0	12	3 00
14	Charla Cultivo de melón de exportación	CLUSA	23/10/92	16	0	16	2 00
15	Sem Producción y exportación de chile jalapeño	FUSADES	19/10/92	2	0	2	6 00
TOTAL				231	12	243	126 00
NOVIEMBRE DE 1992							

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
1	Jornada Evaluación gira a Guatemala	CLUSA	10/11/92	8	0	8	3 00
2	Jornada Ajonjolí orgánico"	UNIPAZ, San Miguel	11/11/92	24	2	26	3 00
3	Charla Proyecto CLUSA* a Fundación F 16 de enero	CLUSA y Coops	24-25/11/92	11	1	12	13 00
4	Jornada Normas de calidad orgánicas	San Mauricio	26/11/92	9	0	9	3 00
5	Jornada Cultivo de melón de exportación	Coop San Antonio Silva	26/11/92	31	0	31	3 00
6	Charla Nutrición vegetal"	CLUSA	27/11/92	11	0	11	1 00
7	Gira de observación de CNTE a Guatemala	Guatemala	11 13/11/92	1	0	1	24 00
TOTAL				95	3	98	50 00
DICIEMBRE DE 1992							
						0	
1	Jornada "Comercialización de café orgánico	CLUSA	9/12/92	7	0	7	2 00
2	AGRITRADE	Guatemala	7-8/12/92	4	0	4	16 00
3	Curso Sistema de nego	Coop Achiotales	3/12/92	12	1	13	8 00
4	Jornada Nivelación de suelos para riego	Coop Los Ríyitos	29/12/92	6	0	6	6 00
5	Jornada Nivelación de suelos para riego	Coop La Chapina	28/12/92	3	0	3	6 00
6	Jornada Manejo post-cosecha de melón	Coop San Antonio Silva	17/12/92	16	1	17	2 00
7	Jornada Manejo post-cosecha de melón	Coop Santa Rita	16/12/92	17	0	17	2 00
8	Jornada Manejo post-cosecha de melón	Coop Santa Teresa	14/12/92	41	2	43	2 00
TOTAL				106	4	110	44 00
TOTALES ACUMULADOS DEL AÑO 1992				1,486	140	1,626	743 50
ENERO DE 1993							
1	Gira de observación cultivo de melón	Coop Santa Rita	6/01/93	11	0	11	3 00
2	Charla demostrativa El uso de la cultivadora Mantis	Coop Los Ríyitos	13/01/93	7	0	7	3 00
3	Curso Capac en desarrollo gerencial p/ exportación	CLUSA	26-27/1/93	7	0	7	12 00
4	Sem Control de calidad de melón de exportación	CLUSA	29/01/93	12	0	12	2 00
5	Gira observ C/consultor AIM en melón de exportación	3 zonas del país	19-21/01/93	3	0	3	32 00
TOTAL				40	0	40	52 00
FEBRERO DE 1993							
1	Realización A T CLUSA UCRAPROBEX	UCRAPROBEX	11/02/93	10	0	10	2 00
2	Jornada Evaluación del cultivo de melón	Coop Santa Rita	11/02/93	12	2	14	4 00
3	Jornada Detección de necesidades de capacitación	Coop La Providencia	16/02/93	8	0	8	3 00
4	Charla Present. de CLUSA y proyecto orgánico	Coop S J Miramar	20/02/93	54	0	54	2 00
5	Gira de observación y promoción del proyecto	Coop La Prov y L a Pelota	4/02/93	2	2	4	4 00
6	Jornada Evaluación del cultivo de melón	Coop La Pelota	23/02/93	11	3	14	3 00
7	Charla Gaucho -Confidor"	CLUSA	12/02/93	14	0	14	2 00
TOTAL				111	7	118	20 00
MARZO DE 1993							
1	Jornada Evaluación cultivo de sandía	Coop Achiotales	3/03/93	14	14	28	6 00
2	Congreso Internacional OCIA/93	Mexico	8-12/03/93	4	0	4	14 00
3	Jornada Diagnóstico de necesidades de capacitación	Coop Nva Guayapa	9/03/93	7	0	7	4 50
4	Jornada Diagnóstico de necesidades de capacitación	Coop Los Ríyitos	10/03/93	11	0	11	4 50
5	Charla Uso de la cultivadora Mantis	Coop Los Ríyitos	15/03/93	6	0	6	5 00
6	Jornada Evaluación del cultivo de melón	Coop Nva. Guayapa	16/03/93	10	0	10	3 50
7	Charla Desarrollo empresarial"	Coop Nva. Guayapa	17/03/93	7	0	7	3 00
8	Jornada Evaluación del cultivo de melón	Coop Cara Sucia	22/03/93	4	0	4	5 00
9	Jornada Diagnóstico de necesidades de capacitación	Coop El Edén	23/03/93	8	0	8	4 00
10	Charla Desarrollo empresarial"	Coop Guayapa	24/03/93	9	0	9	3 00
11	Charla Aspectos legales	Coop Los Ríyitos	24/03/93	6	0	6	3 00
12	Charla Funciones de cuerpos directivos"	Coop El Edén	30/03/93	7	0	7	3 50
13	Charla Desarrollo empresarial	Coop Nva Guayapa	31/03/93	7	0	7	3 50
14	Charla organización de asambleas general"	Coop Los Ríyitos	31/03/93	6	0	6	2 50
15	Charla Funciones de cuerpos directivos"	Coop La Providencia	4/03/93	10	0	10	4 00
16	Jornada Diagnóstico de necesidades de capacitación	Coop La Pelota	11/03/93	11	2	13	3 00
17	Charla Funciones de cuerpos directivos"	Coop La Providencia	17/03/93	9	0	9	2 00
18	Jornada Diagnóstico de necesidades de capacitación	Coop San Mauncio	22/03/93	9	0	9	3 00
19	Charla Funciones de cuerpos directivos"	Coop La Providencia	24/03/93	10	0	10	2 00
20	Charla Funciones de cuerpos directivos"	Coop La Providencia	31/03/93	5	0	5	2 00
21	Curso Sea una eficaz asistente de su jefe 1er módulo	CLUSA	5/03/93	0	15	15	4 00
22	Curso Sea una eficaz asistente de su jefe 2o módulo	CLUSA	12/03/93	0	15	15	4 00
23	Gira de observación de campo a coops	C/ N Fe y Achio y S Rita	31/03/93	2	0	2	5 00
24	Gira de observación de campo a coops	Coops N Fe y S L. Orcoyo	30/03/93	3	0	3	4 00
25	Gira de observación de campo a coops	C/N Fé Achiot. S Rita	23/03/93	4	0	4	7 00

42

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
26	Clases de inglés	CLUSA	6/03/93	10	2	12	4 00
27	Clases de inglés	CLUSA	13/03/93	8	2	10	4 00
28	Clases de inglés	CLUSA	20/03/93	10	2	12	4 00
29	Clases de inglés	CLUSA	27/03/93	8	2	10	4 00
	TOTAL			205	54	259	121 00
ABRIL DE 1993							
1	Gira de campo a cooperativas productoras de CNTE	Coop La Providencia	2/04/93	10	1	11	4 00
2	Charla Funciones de cuerpos directivos	Coop El Edén	6/04/93	7	0	7	3 00
3	Charla Funciones de cuerpos directivos	Coop El Edén	13/04/93	7	0	7	3 50
4	Charla Funciones de cuerpos directivos	Coop Los Riytos	6/04/93	7	0	7	3 00
5	Charla Funciones de cuerpos directivos	Coop Los Riytos	15/04/93	9	0	9	4 00
6	Charla Funciones de cuerpos directivos	Coop Los Riytos	29/04/93	11	0	11	3 00
7	Charla Desarrollo y organización comunal	Coop La Pelota	29/04/93	11	4	15	2 50
8	Jornada Detección de necesidades de capacitación	Coop El Pichiche	30/04/93	26	10	36	2 50
9	Charla Situación ecológica de El Salvador	Coop Cara Sucia	14/04/93	20	0	20	4 00
10	Charla y demostración Construcción y uso del nivel A*	Coop Las Tablas	28/04/93	5	0	5	4 00
11	Curso de inglés	CLUSA	3/04/93	7	2	9	4 00
12	Curso de inglés	CLUSA	17/04/93	9	2	11	4 00
13	Curso de inglés	CLUSA	24/04/93	8	2	10	4 00
14	Jornada Evaluación de cultivo de melón	Coop San Antonio Silva	21/04/93	9	0	9	3 00
15	Jornada Evaluación de cultivo de melón*	Coop Casamota	21/04/93	18	0	18	3 00
16	Seminario Asministración de fincas	Centro Loyola	19-23/04/93	20	0	20	60 00
	TOTAL			184	21	205	111 50
MAYO DE 1993							
1	Jornada Construcción del nivel A y su aplicación*	Coop La Unión	4/05/93	7	0	7	3 00
2	Jornada Funciones de cuerpos directivos	Coop El Edén	4/05/93	7	0	7	3 00
3	Jornada diag Uso racional de plaguic en el hogar*	CLUSA	5/05/93	0	10	10	4 00
4	Jornada Funciones de cuerpos directivos	Coop La Pelota	6/05/93	7	3	10	2 00
5	Jornada Desarrollo empresarial*	Coop Nva Guayapa	12/05/93	6	0	6	2 00
6	Jornada "Funciones de cuerpos directivos La Coop	Coop Los Riytos	12/05/93	13	0	13	2 00
7	Jornada Funciones de cuerpos directivos	Coop La Pelota	13/05/93	11	1	12	2 00
8	Jornada La pin y Estrat. en uso rac de plagic en el h	CLUSA	12/05/93	0	10	10	4 00
9	Jornada Funciones de cuerpos directivos	Coop El Edén	18/05/93	9	0	9	2 00
10	Charla Desarrollo empresarial" (La organización)	Coop Nva Guayapa	19/05/93	7	0	7	2 00
11	Charla Ajojolí orgánico*	Coop S J de Luna	20/05/93	6	0	6	6 00
12	Jornada Detección de necesidades de capacitación	Coop Casamota	20/05/93	7	0	7	3 00
13	Jornada Funciones de cuerpos directivos	Coop El Edén	25/05/93	7	0	7	3 00
14	Jornada Funciones de cuerpos directivos	Coop La Pelota	26/05/93	9	1	10	2 00
15	Charla Desarrollo empresarial*	Coop Nva Guayapa	26/05/93	7	0	7	2 50
16	Charla Funciones de cuerpos directivos	Coop Los Riytos	26/05/92	9	0	9	2 00
17	Charla Ajojolí orgánico*	Coop Rveras del Mar	26/05/93	14	1	15	2 00
18	Jornada La pin y Estrat en uso rac de plagic en el h	CLUSA	26/05/93	0	10	10	4 00
19	Curso Micro disk y CDP	PROEXAG/Guatemala	4-7/05/93	0	1	1	6 00
20	Fena del café de especialidades	Boston-USA	6-12/05/93	3	0	3	16 00
21	Curso Latinoamericano para inspectores orgánicos	Mexico	10-14/05/93	2	0	2	40 00
22	Clases de inglés	CLUSA	8/05/93	1	2	3	4 00
23	Clases de inglés	CLUSA	15/5/93	3	2	5	4 00
24	Clases de inglés	CLUSA	29/05/93	9	2	11	3 00
25	Charla Situación actual de los CNTE en zona oriental*	CLUSA	14/05/93	22	0	22	1 00
26	1a Jornada Fortalecimiento organizac (diagnóstico)	CLUSA	21/05/93	28	4	32	2 00
27	2a Jornada Fortalecimiento organizacional*	CLUSA	27/05/93	27	4	31	6 00
28	Sem Agroprocesamiento Frutas y veget. frescos.	Hotel tropico Inn S Miguel	19/05/93	68	17	85	6 00
29	Jornada M Ambiente Situac ecologica en E.S	UNIPAZ San Miguel	18/05/93	31	7	38	6 00
	TOTAL			320	75	395	144 50
JUNIO DE 1993							
1	Jornada Función de cuerpos directivos III	Coop La Pelota	2/06/93	11	2	13	2 00
2	Charla Desarrollo empresarial	Coop Nueva Guayapa	2/06/93	4	0	4	2 00
3	Jornada Función de cuerpos directivos I	Coop Casamota	3/06/93	52	0	52	3 00
4	Promoción de Ajojolí orgánico a FUNPROCOOP	CLUSA	4/06/93	5	0	5	1 00
5	Charla Desarrollo empresarial	Coop El Edén	8/06/93	4	0	4	3 50
6	Charla Desarrollo empresarial	Coop Guayapa	9/06/93	4	0	4	2 50
7	Jornada Función de cuerpos directivos	Coop Los Riytos	9/06/93	7	0	7	2 00

CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
8	Jornada Función de cuerpos directivos	Coop La Pelota	9/06/93	8	1	9	2 50
9	Charla Manejo seguro de pesticidas	Coop Santa Rita	9/06/93	13	5	18	1 50
10	3a Sesión Planif estrat. seguim curso plaguicidas	CLUSA	9/06/93	0	8	8	4 00
11	Jornada Función de cuerpos directivos- II	Coop Casamota	10/06/93	31	0	31	3 00
12	Charla Manejo seguro de plaguicidas	Coop San Cristobal	10/06/93	8	0	8	2 00
13	Charla demostr Coserv de suelos y curvas a nivel	Coop Los Lagartos	15/06/93	9	0	9	3 50
14	Jornada Función de cuerpos directivos I	Coop San Antonio Silva	16/06/93	15	0	15	2 50
15	Jornada Desarrollo empresarial	Coop Nuava Guayapa	19/06/93	5	0	5	3 00
16	Jornada Función de cuerpos directivos III	Coop Casamota	17/06/93	27	0	27	2 00
17	Charla dem Conserv de suelos y trazo curvas a nivel	Coop Las Victorias	21/06/93	5	0	5	3 25
18	4a Sesión Planam estrat. seguimiento plaguicid	CLUSA	26/06/93	0	9	9	4 00
19	Promoción de cultivo ajonjolí orgánico	UNIPAZ, San Miguel	24/06/93	32	0	32	4 00
20	Jornada Función de cuerpos directivos II	Coop San Antonio Silva	24/06/93	11	0	11	4 00
21	Promoción cultivo de ajonjolí orgánico	FECORAPCEN Zacatec	26/06/93	35	0	35	4 00
22	Promoción cultivo de ajonjolí orgánico	FECORAO Zacatecoluca	28/06/93	9	0	9	4 00
23	Evaluación cultivo de chile jalapeño	Coop El Edén	29/06/93	11	0	11	3 50
24	Charla Uso seguro de plaguicidas	Coop San Antonio Silva	30/06/93	25	0	25	2 50
25	3a Sesión Desarrollo organizacional	CLUSA	4/06/93	19	4	23	2 00
26	Curso de inglés (6a sesión 2a etapa)	CLUSA	5/06/93	8	2	10	4 00
27	4a Sesión Desarrollo organizacional	CLUSA	11/06/96	19	4	23	2 00
28	Curso de inglés 7a sesión 2a etapa	CLUSA	12/06/93	9	2	11	4 00
29	5a sesión Desarrollo organizacional	CLUSA	18/06/93	18	4	22	2 00
30	Curso de inglés (8a sesión 2a etapa)	CLUSA	12/06/93	11	0	11	4 00
31	D de campo Chile jalap y cebolla DIVAGRO-FUSADES	DIVAGRO/chalchuapa	15/06/93	7	0	7	6 00
32	Presentación de CASE	CLUSA	18/06/93	19	4	23	1 50
33	6a sesión Desarrollo Organizacional	CLUSA	25/06/93	21	4	25	2 00
TOTAL				462	49	511	96 75
JULIO DE 1993							
1	Jornada Función de cuerpos directivos IV	Coop Casamota	1/07/93	32	0	32	2 00
2	Charla s/Ajonjolí org Formación grupo ecológico	UNIPAZ, S Miguel	2/07/93	52	1	53	2 00
3	Charla Maneo seguro de plaguicidas	Coop Las Bromas	5/07/93	19	1	20	2 25
4	Evaluación Cultivo de vinya	Coop S Lucia Oroyo	6/07/93	5	0	5	3 00
5	Curso taller Cultivo biológico de café orgánico	C O S J La Majada	6-9/07/93	36	0	36	40 00
6	Jornada Funciones de cuerpos directivos	Coop El Pichiche	07/07/93	16	0	16	2 00
7	Charla Uso seguro de pesticidas	Coop El Pichiche	07/07/93	43	7	50	2 25
8	Jornada Función de cuerpos directivos III a	Coop San Antonio Silva	9/07/93	11	0	11	2 00
9	Curso taller Cultivo biológico de café orgánico	C O S J La Majada	13-15/07/93	33	0	33	40 00
10	Jornada Función de cuerpos directivos II	Coop El Pichiche	14/07/93	25	6	31	1 50
11	Evaluación Cultivo de chile Jalapeño	Coop Achotales	14/07/93	8	1	9	2 50
12	Jornada Función de cuerpos directivos V	Coop Casamota	15/07/93	34	0	34	2 00
13	Curso Fundamentos científicos de la agroecología	Hotel Sesta	20-22/07/93	53	2	55	36 00
14	Jornada Función de cuerpos directivos III-a	Coop El Pichiche	21/07/93	8	0	8	2 00
15	Charla Manejo seguro de plaguicidas	Coop San Arturo	26/07/93	15	0	15	1 50
16	Jornada Función de cuerpos directivos III-b	Coop El Pichiche	28/07/93	27	3	30	1 50
17	Curso Control de calidad en los beneficios de café	C O S J La Majada	28/07/93	19	0	19	9 00
18	Curso de inglés (9a sesión 2a etapa)	CLUSA	3/07/93	6	2	8	4 00
19	Exposición Cultivo de nardo	CLUSA	9/07/93	15	2	17	1 00
20	Curso de inglés (10a sesión 2a etapa)	CLUSA	10/07/93	8	2	10	4 00
21	Exposición Cultivo de mangold	CLUSA	16/07/93	16	2	18	1 00
22	Exposición Sistemas de comercialización de melón	CLUSA	16/07/93	25	2	27	1 00
23	1a Sesión Mantenimiento básico de vehículos	CLUSA	16/07/93	23	0	23	2 00
24	Curso de inglés (11a sesión 2a etapa)	CLUSA	17/07/93	6	2	8	4 00
25	2a Sesión Mantenimineto básico de vehículos	CLUSA	23/07/93	18	0	18	2 00
26	3a Sesión Mantenimiento Básico de vehículos	CLUSA	16/07/93	16	0	16	2 00
TOTAL				569	33	602	172 50
AGOSTO DE 1993							
1	Jornada Eval de export y mercadeo de melón 92/93	CLUSA	02/08/93	12	0	12	6 00
2	Charla Manejo racional de pesticidas	Coop Casamota	3/08/93	41	0	41	2 00
3	Presentación CLUSA y gira Alianza Cooperativa (1 día)	Coop Barra Ciega	09/08/93	15	3	18	10 00
4	Gira Alianza cooperativa (2o día)	Coop San Antonio Silva	10/08/93	13	3	16	12 50
5	Gira de campo c/ rep de R L Whwatley & Son	C/Guayapa La Reina S Teresa	10/08/93	4	1	5	4 00
6	Gira de campo CLUSA/PROESA	C/L. Conquistadores L.Marias Calif	11/08/92	5	2	7	9 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
7	Gira observ cultivo cebolla. M Gaskell	C/ Los Riyitos Tajcuiuljan	17/08/93	26	0	26	4 00
8	Situación actual de la cañicultura orgánica en El Salv	UCRAPROBEX	16/08/93	15	0	15	2 50
9	Curso Control Natural de plagas"	ENA	17 19/08/93	19	0	19	40 00
10	Jornada Función de cuerpos directivos	Coop El Pichiche	18 08/93	6	0	6	1 50
11	Pres CLUSA y Gira de campo p/Techinoserve Ghana	CLUSA, c/S Teresa y N. Guayapa	19/08/93	8	1	9	5 00
12	Pres proceso Gran premio al medio ambiente	Coop La Providencia	22/08/93	65	15	80	2 00
13	Charla Principios cooperativos	Coop Nva Guayapa	30/08/93	26	0	26	3 00
14	Charla El rol de la directiva	Coop Coop Nva Guayapa	30/08/93	26	0	26	2 50
15	Charla Administración y Nutrición de ganado lechero	Coop San Antonio Silva	30/08/93	26	0	26	2 00
16	Charla El papel de los miembros de la cooeprativa	Hotel Trópico Inn	30/08/92	30	0	30	2 00
17	Charla Uso Seguro de pesticidas en el hogar	Hotel Trópico Inn	30/07/93	0	7	7	2 00
18	Charla Seguridad en el manejo del tractor	H Tesoro Beach	30/08/93	22	0	22	1 50
19	Charla Medio ambiente	H Tesoro beach	30/08/93	10	0	10	1 50
20	Charla Seguridad en el manejo del tractor	Coop Nva Guayapa	31/08/93	28	0	28	2 00
21	Charla Medio ambiente	Coop Nva Guayapa	31/08/93	10	6	16	1 50
22	Charla Principios cooperativos	Hotel Trópico Inn	31/08/93	35	0	35	2 00
23	Charla El rol de la directiva	Hotel Trópico Inn	31/08/93	35	0	35	2 00
24	Charla Administración y Nutrición de ganado lechero	Hotel Tesoro Beach	31/08/93	16	0	16	2 00
25	Charla El papel de los miembros de la cooperativa	Hotel Tesoro Beach	31/08/93	6	2	8	2 00
26	Charla Uso Seguro de pesticidas en el hogar	Hotel Tesoro Beach	31/08/93	0	23	23	2 00
27	Curso de Inglés (12a sesión 2a etapa)	CLUSA	14/08/93	6	2	8	4 00
28	Exposición sobre el cultivo de cebolla	CLUSA	16/08/93	17	0	17	4 00
29	Curso de Inglés (13a sesión 2a etapa)	CLUSA	21/08/93	6	2	8	4 00
30	Charla sobre cooperativismo	CLUSA	20/08/93	19	3	22	3 00
TOTAL				547	70	617	141 50
SEPTIEMBRE DE 1993							
1	Charla Administración y Nutrición de ganado lechero	Cop Nva Guayapa	1/09/3	18	0	18	2 00
2	Charla El papel de los miembros de la cooperativa	Coop Nva. Guayapa	1/09/3	10	6	16	2 00
3	Charla Uso Seguro de pesticidas en el hogar	Coo Nva Guayapa	1/09/3	14	6	20	2 00
4	Charla Seguridad en el manejo del tractor	Hotel Trópico Inn	1/09/3	27	0	27	1 50
5	Charla Medio ambiente	Hotel Trópico Inn	1/09/3	27	0	27	1 50
6	Charla Principios cooperativos	Hotel Tesoro Beach	1/09/3	34	0	34	2 50
7	Charla El rol de la directiva	Hotel Tesoro Beach	1/09/3	34	0	34	2 00
8	Charla Funciones de la Asamblea general	Coop Nueva York	2/09/93	23	6	29	2 00
9	Presentación de proyecto CLUSA	Coop El Gigante	8/09/93	27	0	27	4 00
10	Cult Mangold almácigos trasplante y prep de suelos	Coop Las Victorias	8/09/93	5	12	17	5 00
11	Jorn Sistemas de comerc de melón de exportación	UNIPAZ San Miguel	14/09/93	34	1	35	4 00
12	Charla Manejo post cosecha de nardo	Coop Las Tablas	16/09/93	13	2	15	3 00
13	Charla Producción y comerc de chile de export.	UNIPAZ San Miguel	21/9/93	26	1	27	4 00
14	Cultivo de mangold Fertiliz, limpia c de plagas y enf	Coop Las Victorias	22/9/93	16	6	22	5 00
15	Jornada Riego y conservación de suelos	Los Riyitos Tajcuiuljan	22/09/93	16	0	16	4 00
16	Jornada Función de los cuerpos directivos	Coop Cara Sucia	22/09/93	7	0	7	2 00
17	Jornada informativa c/produc de ajonjolí orgánico	CREFAC Zacatecoluca	22/09/93	11	0	11	4 00
18	Jornada Funciones de cuerpos directivos	Coop Cara Sucia	29/09/93	6	0	6	2 00
19	Charla Uso y manejo seguro de plaguicidas	Coop Las Victorias	29/09/93	4	15	19	3 00
20	Curso de Inglés 13a clase etapa II	CLUSA	4/09/93	6	2	8	4 00
21	Curso de Inglés 14a clase etapa II	CLUSA	11/09/93	4	2	6	4 00
22	Curso de Inglés 1a clase etapa III	CLUSA	18/09/93	5	2	7	4 00
23	Presentación resultados visita a Baltimore	CLUSA	18/09/93	19	3	22	2 00
24	Curso de Inglés 2a clase etapa III	CLUSA	25/09/93	5	2	7	4 00
TOTAL				391	66	457	73 50
OCTUBRE DE 1993							
1	Charla sobre Nutrición Vegetal	CLUSA	1/10/93	20	0	20	3 00
2	Charla Promoción cultivo de mangold	Coop Casamota	5/10/93	18	0	18	4 00
3	2a Reunión de productores de ajonjolí orgánico	FEDECOOPADES Zacate	6/10/93	12	0	12	3 00
4	Jorn Func de cuerpos directivos C de admón	Coop Cara Sucia	6/10/93	6	0	6	2 00
5	Jorn Func de cuerpos directivos C de admón	Coop Cara Sucia	13/10/93	4	0	4	1 50
6	Charla Promoción cultivo de mangold	Coop Cantora	13/10/93	15	1	16	4 00
7	Charla Agroecología y biodiversidad	Coop El Espino	13/10/93	70	4	74	1 50
8	Charla técnica sobre café orgánico	ITCA	18/10/93	15	1	16	2 00
9	Gira de observ cultivo mangold miemb C/San Hilano	CL. Victorias /L. Lagartos	19/10/93	6	0	6	12 00
10	3a reunión de productores de ajonjolí orgánico	FEDECOOPADES	20/10/93	11	0	11	3 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
11	Gira rep de Emb USA/USAID/CLUSA, prod Mangold	Coop Los Lagartos	22/10/93	8	3	11	1 00
12	El efecto del pH en el agua para aplicac de químicos	Coop San José de Luna	25/10/93	11	0	11	1 50
13	Present de convenio CLUSA a COLUMBUS	COLUMBUS	27/10/93	13	0	13	5 00
14	Gira de campo director AID produc de cebolla	L. Los Riytos/Tajcuiluján	27/10/93	8	0	8	1 50
15	Charla Preparación de suelos y encalado	Coop Nueva Fé	27/10/93	6	0	6	1 00
16	Curso de inglés 3a clase etapa III	CLUSA	09/10/93	7	2	9	4 00
17	Curso de inglés 4a clase etapa III	CLUSA	16/10/93	9	2	11	4 00
18	Curso de inglés 5a clase etapa III	CLUSA	20/10/93	2	0	2	4 00
19	Informe de visita a feria de Anuga Alemania	CLUSA	29/20/93	21	3	24	2 00
20	Curso de inglés 6a clase etapa III	CLUSA	30/10/93	3	2	5	4 00
TOTAL				265	18	283	64 00
NOVIEMBRE DE 1993							
1	Jornada Análisis de evaluación de melón	Coop La pelota	3/11/93	6	0	6	4 00
2	Charla Cultivo de Marigold	Coop Las Lajas	16/11/93	2	10	12	3 00
3	Charla Producción de chile picante p/exportación	La Criolla	17/11/93	37	1	38	3 50
4	Charla Cultivo de café orgánico	Coop Santa Adelaida	17/11/93	7	0	7	2 00
5	4a Reunión c/productores de ajonjolí orgánico	FEDECOOPADES Zacat.	17/11/93	11	0	11	3 00
6	Charla Control e inspección de furgones	CLUSA	19/11/93	29	0	29	2 00
7	Gira observación cultivo café orgánico	Coop La Providencia	23/11/93	5	0	5	10 00
8	Charla Cultivo de marigold	Coop San Antonio Silva	24/11/93	14	0	14	3 50
9	Curso de inglés 7a clase etapa III	CLUSA	13/11/93	2	2	4	4 00
10	Curso de inglés 8a clase etapa III	CLUSA	20/11/93	5	2	7	4 00
11	Curso de video no profesional Unidad I	UCA	20y 21/11/93	1	0	1	14 00
12	Presentación Perfil de chile picante de exportación	CLUSA	26/11/93	26	1	27	3 00
13	Sem Reestructuración y competitividad cooperativa	Hotel El Salvador	23-28/11/93	1	0	1	30 00
14	Curso de inglés 9a clase etapa III	CLUSA	27/11/93	4	2	6	4 00
15	Curso de video no profesional Unidad II	UCA	27 y 28/11/93	1	0	1	13 00
TOTAL				151	18	169	103 00
DICIEMBRE DE 1993							
1	Gira de campo coop Las Cruces Sr Sneathder AID	Coop Las Cruces	2/12/93	11	3	14	2 00
2	Present. a PAFTES Actividades forestales de CLUSA	SEMA	3/12/93	13	3	16	0 50
3	Jornada Función de cuerpos directivos modulo I	Coop El Gigante	11/12/93	12	4	16	2 00
4	5a Reunión de productores A orgánico Aboneras	Coop El Cauca	16/12/93	8	0	8	3 00
5	Charla Información sobre agricultura orgánica	Hotel Presidente	21/12/93	39	9	48	3 00
6	Charla Como elegir acertadamente los c directivos	Coop Achiotales	22/12/93	47	5	52	1 50
7	Jornada Función de cuerpos directivos	Coop El Gigante	22/12/93	13	4	17	2 50
8	Curso de inglés 10a clase etapa III	CLUSA	4/12/93	2	4	6	4 00
9	Seminario AGRITRADE	Guatemala	30/11-4/12/93	8	2	10	24 00
10	Charla Interpretación de análisis foliares	CLUSA	10/12/93	17	0	17	2 00
11	Curso básico Manejo de cámara de video (6 DIAS)	UCA	4-19/12/93	1	0	1	30 00
TOTAL				171	34	205	74 50
TOTALES ACUMULADOS DEL AÑO 1993				3,416	445	3,861	1,174 75
ENERO DE 1994							
1	Gira aérea NCBA coop El Gigante y visita a museo de la revolución	Coop El Gigante	5/01/94	9	2	11	2 00
2	Gira aérea NCBA Coop Achiotales	Coop Achiotales	5/01/94	7	3	10	1 00
3	Gira aérea y terrestre NCBA C Sucia	Coop Cara Sucia	5/01/94	12	4	16	2 00
4	Gira Aérea NCBA Coop S Teresa	Coop S Teresa	5/01/94	7	4	11	1 00
5	Gira terrestre NCBA coop Las Cruces y Tajcuiluján	Coops Las Cruces Los Riytos	5/01/94	6	3	9	3 00
6	Curso básico de Caficultura orgánica	Coop Las Marías	17/1/94	36	1	37	19 00
7	Módulo III (1a parte) de Función de cuerpos directivos*	Coop El Gigante	18/01/94 19/01/94	5	1	6	2 00
8	Visita a coop Las Cruces Sr Wayne Hilsesduen AID/ Technoserve	Coop Las Cruces	25/01/93	12	0	12	1 00
9	Curso básico de Caficultura orgánica	Coop El Gigante	25/01/94 26/01/94	11	3	14	18 00
10	CLO's Organic Coffee trip to Las Cruces and San Rafael	Coops Las Cruces y San Rafael	29/01/94	21	21	42	3 00
11	Curso de Inglés 11a clase etapa III	CLUSA	8/01/94			8	4 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
12	Curso de Inglés 12a clase etapa III	CLUSA	15/01/94			6	4 00
13	Curso de Inglés 13a clase etapa III	CLUSA	22/01/94			6	4 00
14	Curso de Inglés 14a clase etapa III	CLUSA	5/02/94			7	4 00
TOTALES				126	42	196	68 00
FEBRERO DE 1994							
1	Presentación plan de manejo de Marañoñ Orgánico	Coop Coralama	3/02/94	8		8	3 00
2	Función Cuerpos Directivos Modulo III	Coop El Gigante	3/02/94	6	1	7	2 00
3	Presentación de Proyecto Café Orgánico para grupo Columbus	INCOSA	5/02/94	15	1	16	3 50
4	Gira de observación de Cultivos con miembros de Coop La Chapina	Coop Los Achiotales y Tajcukujian	8/12/94	10		10	10 00
5	Función Cuerpos Directivos Modulo IV	Coop El Gigante	10/02/94	8	5	13	19 00
6	Pres Proyecto CLUSA a DEICO S.A.	CLUSA	11/02/94	2	1	3	1 00
7	Exposición de Proyecto de Café Orgánico a Asamblea General	Coop Las Cruces	19/01/94	5	1	6	2 00
8	Visita a Coop San Mauricio funcionarios de AID/Embajada USA.	Coop San Mauricio	15/02/94	23	4	27	2 00
9	Taller en Servicio Clasificación y empaque de cebolla blanca	Coop Los Riytos	17/02/94 18/02/94	27	7	34	9 00
10	Presentación de Proyecto CLUSA para Sres M Peñaherrera y B Barbie	CLUSA	22/02/94	2		2	1 50
11	Curso Control Natural de Plagas Impartido por técnicos del Zamorano	Coop Las Marías	22/02/94 24/02/94	33	1	34	46 50
12	Curso de Inglés 15a clase etapa III	CLUSA	5/02/94	5	2	7	4 00
13	Curso de Inglés 16a clase etapa III	CLUSA	12/02/94	5	2	7	4 00
14	Curso de Inglés 17a clase etapa III	CLUSA	19/02/94	5	2	7	4 00
15	Curso de Inglés 18a clase etapa III	CLUSA	26/02/94	4	2	6	4 00
16	Clase de Computación # 1 (grupo 1) *	USAID	31/01/94	7	2	9	1 50
17	Clase de Computación # 1 (grupo 2)	USAID	4/02/94	8	3	11	1 50
18	Clase de Computación # 2 (grupo 1)	USAID	7/02/94	7	3	10	1 50
19	Clase de Computación # 2 (grupo 2)	USAID	11/02/94	7	2	9	1 50
20	Clase de Computación # 3 (grupo 1)	USAID	14/02/94	5	1	7	1 50
21	Clase de Computación # 3 (grupo 2)	USAID	18/02/94	7	3	10	1 50
22	Clase de Computación # 4 (grupo 1)	USAID	22/02/94	6	2	8	1 50
23	Clase de Computación # 4 (grupo 2)	USAID	25/02/94	7	2	9	1 50
24	Clase de Computación # 5 (grupo 1)	USAID	28/02/94	2	1	3	1 50
25	Revisión Recomendaciones técnicas sobre melón a técnicos de CLUSA	CLUSA	4/12/94	17	0	17	3 50
26	Semin Estrategias de evaluación CNTE*	Hotel Presidente	22 23/02/94	4		4	12 00
27	Present Medios de Medición Topográfica	CLUSA	11/02/94	5	1	6	2 00
28	Exposición visita a Nicaragua	CLUSA	11/02/94	16	3	19	1 00
TOTALES				256	62	309	147 50
MARZO DE 1994							
1	6a Reunión de Productores de Ajonjolí Orgánico zona de La Paz.	Coop San José de Luna	3/03/94	15		15	3 50
2	Present de proy café orgánico a grupo solidano Las Marías (CLUSA/PROESA)	Coop Las Marías	10/04/94	16	3	19	3 50
3	Exposición del Proyecto CLUSA a SRN	Local de SRN	10/03/94		1	1	1 00
4	Presentación resultados de Ajonjolí orgánico en zona oriental	Local de UNIPAZ	16/03/94	2		2	1 00
5	Presentación de Proyecto CLUSA a rvo Cajo Admón de Coop San Antonio Silva	Coop San Antonio Silva	23/03/94	9		9	2 00
6	Evaluación de cultivo de melón cosecha 93/94 Coop Cara Sucia	Coop Cara Sucia		8		8	3 00
7	Jornada sobre proyecto Marañoñ orgánico de CORALAMA a ONG s ambientalistas	Empres Juveniles Santa Tecla	19/03/94	18	3	21	7 00
8	Presentación de plan de Capacitación en Coop San Rafael	Coop San Rafael	29/03/94	30	6	36	2 00
9	Gira filmación sobre Divers agrícola para video sobre CNTE de AID	La provid S Maunc L. Cruces	7 8/03/94	17		17	19 00
10	Presentación de Proyecto CLUSA a	CLUSA	9/03/94	2		2	1 75

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
	representantes de PROCAFE						
11	Curso de Inglés 19a clase etapa III	CLUSA	19/03/94	3	1	4	4 00
12	Curso de Inglés 20a clase etapa III	CLUSA	26/03/94	3	1	4	4 00
13	Clase de Computación # 5 (grupo 2)	USAID	4/03/94	8	2	10	1 50
14	Clase de Computación # 6 (grupo 1)	USAID	7/03/94	5	2	7	1 50
15	Clase de Computación # 6 (grupo 2)	USAID	11/03/94	8	2	10	1 50
16	Clase de Computación # 7 (grupo 1)	USAID	14/03/94	6	1	7	1 50
17	Clase de Computación # 7 (grupo 2)	USAID	18/03/94	8	2	10	1 50
18	Clase de Computación # 8 (grupo 1)	USAID	21/03/94	5	1	6	1 50
19	Clase de Computación # 8 (grupo 2)	USAID	25/03/94	6	3	9	1 50
	TOTALES			169	28	197	62 25
ABRIL DE 1994							
1	1a Conferencia Internacional sobre café Orgánico de IFOAM	Hotel Loma Real Tapachula Chiapas	11/04/94 14/04/94	15	1	16	38 00
2	Charla Funciones de cuerpos directivos módulo 1 "La Cooperativa"	Coop San Rafael	12/04/94	33	6	39	2 00
3	Exposición sobre proyecto de producción y mercadeo de CNTE CLUSA/PROESA	PROESA	21/04/94	5	4	9	2 00
4	Charla Manejo Seguro de Pesticidas	Coop La Chapina	26/04/94	14	12	26	2 00
5	Evaluación Cultivo de Chile Jalapeño temporada 93/94	Coop Achiotales	27/4/94	6		6	3 00
6	Charla Comercialización del Nardo"	Coop Las Tablas	27/04/94	8	3	11	3 50
7	Charla Manejo seguro de plaguicidas	Coop Las Tablas	27/04/94	8	3	11	3 50
8	Curso de Inglés 21a clase etapa III	CLUSA	9/04/94	2	1	3	3 00
9	Clase de Computación # 9 (grupo 1)	USAID	11/04/94	4	1	5	1 50
10	Clase de Computación # 9 (grupo 2)	USAID	22/04/94	5	2	7	1 50
11	Clase de Computación # 10 (grupo 1)	USAID	25/04/94	6	2	8	1 50
12	Clase de Computación # 10 (grupo 2)	USAID	29/04/94	5	1	6	1 50
13	Informe sobre conferencia de Café Orgánico de IFOAM	CLUSA	22/04/94	19	2	21	1 50
	TOTALES			130	38	168	64 50
MAYO DE 1994							
1	Presentación de Proyecto CLUSA a miembros de PROMESA	CLUSA	4/5/94	7	1	8	2 00
2	Evaluación de cultivo se Sandía cosecha 93/94	Coop Los Achiotales	11/05/94	8	1	9	7 00
3	Charla Manejo Racional de Plagas y Plaguicidas	Coop Gualuca	17/05/94	15	0	15	2 00
4	Seminario Sistemas de preenfriamiento a bajo costo y bajo volumen PROEXAG	FUSADES	18/05/94	25	3	28	6 00
5	Presentación de Proy CLUSA y Programa de Café Orgánico	Coop Saigón (Adelaida)	18/05/94	16	7	23	1 00
6	Evaluación de cultivo de chile jalapeño	Coop Los Vencedores	24/5/94	12	1	13	4 00
7	Promoción de cultivo de mangold	Coop Los Vencedores	24/5/94	7	0	7	4 00
8	Integración de generos en proyectos y programas WID/USAID	Hotel Camino Real	16-17/05/94	6		6	20 00
9	2a Conferencia Internacional sobre la Recuperación del Medio Ambiente	Hotel El Salvador	12 13/05/94	2		2	20 00
10	Conferencia de FONAES	Empresarios juveniles		1		1	8 00
11	Seminario Hacia un esfuerzo coordinado en la atención de emergencias	Hotel Presidente	18-20/5/94	1		1	22 00
	TOTALES			100	13	113	96 00
JUNIO DE 1994							
1	Evaluación de cultivo de melón 93/94	Coop Casamota	02/06/94	9		9	4 00
2	1a Sesión de curso Manejo Racional de Plagas y Plaguicidas (solo de CLUSA)	FUSADES	06/06/94	10		10	6 00
3	Jornada Promoción cultivo de Mangold	Coop S Antonio Silva	08/06/94	10		10	2 50
4	Gira de observación actividades CLUSA en coop San Rafael	Coop San Rafael	08/06/94	13	1	14	1 00
5	2a Sesión de curso Manejo Racional de Plagas y Plaguicidas (solo de CLUSA)	FUSADES y salidas a campo	13/06/94	10		10	6 00
6	Jornada promoción cultivo de Mangold	Coop Playas de S Juan	15/06/94	13		13	2 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
7	Evaluación cultivo chile picante 94	Coop La Granja	15/06/94	28	2	30	2 00
8	Jornada p/ nva empresa La problemática de los CNTE y una propuesta de solución	Hotel Presidente	15/06/94	36	2	38	8 00
9	Presentación de proyecto CLUSA	Cantón Los Planes	16/06/94	6		6	1 50
10	3a Sesión de curso Manejo Racional de Plagas y Plaguicidas (solo de CLUSA)	FUSADES y salidas a campo	20/06/94	10		10	6 00
11	Capacitación Orientación sobre el fondo Crediticio para el proyecto CLUSA-PROESA	CLUSA	22/06/94	10	3	13	2 00
12	Jom Func Cuerpos Directivos Mod I	Coop Casamota	22/06/94	7		7	1 50
13	Presentación de resultados de melón de exportación corrida 93/94	Coop Casamota	22/06/94	38		38	3 50
14	Presentación proy CLUSA a Sres Kline Gaskell Samayoa y nuevo personal	CLUSA	24/06/94	10	4	14	1 50
15	Charla Sistema de Producción Orgánico" exp María de Samayoa (Cauque Farm)	CLUSA	24/06/94	33	3	36	3 50
16	Charla Sistema de Producción Orgánico" exp María de Samayoa (Cauque Farm)	Cantón Los Planes (zona de Las Pilas)	25/06/94	64	1	65	4 00
17	4a Sesión de curso Manejo Racional de Plagas y Plaguicidas (solo de CLUSA)	FUSADES y salidas a campo	27/06/94	10		10	6 00
18	Jom Capacit Proceso de certificación de Fincas orgánicas zona Oriental	Local de UNIPAZ	28/06/94	24		24	4 00
19	Jom Func Cuerpos Directivos Mod III	Coop Casamota	29/06/94	7		7	2 00
20	Jom Capacit Proceso de certificación de Fincas orgánicas zona Centro/Occidente	CLUSA	30/06/94	16		16	4 50
21	2a Reunión Prom Nva Empresa "La Problemática de CNTE y Prop de solución	Hotel Presidente	30/07/94	38	3	41	5 00
22	Charla sobre El cólera exp miembros del Ministerio de salud	CLUSA	10/06/94	26	4	30	2 00
23	Gira de observación sobre procesamiento de insecticidas a base de Nim	Nicaragua	20-25/6/94	1		1	28 00
TOTALES				429	23	452	106 50
JULIO DE 1994							
1	Charla Agncultura Orgánica	Cantón Los Planes	02/07/94	46		46	3 00
2	Sesión final de Curso Manejo Racional de Plagas y Plaguicidas imp por FUSADES	FUSADES	04/07/94	9		9	7 00
3	1a Reunión de trabajo grupo Gestor de Nueva Empresa	Rancho/CLUSA	05/07/94	10	1	11	3 00
4	Evaluación cultivo Chile Picante	Coop Los Vencedores	05/07/94	7		7	1 00
5	Presentación de Proyecto CLUSA a Consejo de Administración Coop "El Renacer"	Coop El Renacer	06/07/94	8		8	2 00
6	Charla Evaluación de Impactos Ambientales	Of CENTA/Cara Sucia	07/07/94	16	5	21	2 50
7	Charla Cultivo de Mangold"	Coop La California	09/07/94	8	4	12	2 00
8	Charla Control de Plagas en Agncultura Orgánica" Dr Peter Rosset	CLUSA	11/07/94	25	1	26	2 00
9	Charla Perspectivas del mercado de Hortalizas orgánicas	Cantón Los Planes	11/17/92	13		13	2 00
10	2a Reunión de trabajo Grupo Gestor de Nueva Empresa	CLUSA	14/07/94	11	1	12	3 00
11	1a Charla Análisis de Reglamento Interno	Coop Cara Sucia	20/07/94	46	4	50	2 00
12	3a Reunión de trabajo Grupo Gestor de Nueva Empresa	CLUSA	21/07/94	11		11	3 00
13	2a Charla Análisis de Reglamento Interno	Coop Cara Sucia	27/07/94	40		40	2 00
14	Charla Manejo Seguro de Plaguicidas	Coop Cara Sucia	27/07/94	16	5	21	1 00
15	4a Reunión de Trabajo de Comité Gestor para formación de Nueva Empresa	CLUSA	28/07/94	7	2	9	3 00
16	Jornada La Problemática de los CNTE y una Propuesta de Solución Prom Nueva empr	CLUSA	28/07/94	21	1	22	1 50
17	Charla de UCRAPROBEX sobre Factores Fund del Mercado Internacional del Café	CLUSA	22/07/94	17	2	19	2 00
TOTALES				311	26	337	42 00
AGOSTO DE 1994							
1	Gira de observación Produc y empaque	Los Banos California	31/07/94	11		11	60 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
	de melón		a 6/08/94				
2	Presentac proyecto CLUSA a Visitante de Indonesia Sra S Filiaci y Karen Schwartz	CLUSA	5/08/94	1	1	2	3 00
3	Charla Manejo seguro de plaguicidas"	Coop Las Bromas	2/08/94	10		10	2 00
4	Gira de observación a cooperativas de café orgánico	Coops S Adelaida S Rafael y UCRAPROBEX	6/08/94	1	1	2	12 00
5	Charla Análisis e interpretación de estatutos y Reglamento Interno"	Coop Cara Sucia	9/08/94	42		42	2 00
6	Charla Manejo seguro de plaguicidas"	Coop Cara Sucia	9/08/94	42		42	2 00
7	Charla Uso seguro de plaguicidas"	Coop La Merced	10/8/94	13	7	20	1 00
8	Jornada informativa y gira de campo Reforzamiento de la cafcultura orgánica"	Coop San Rafael	11/08/94	25	3	28	9 00
9	Charla Manejo seguro de plaguicidas	Coop La Unión	11/08/94	24	2	26	1 50
10	Charla sobre Manejo Integrado de plagas y Uso seguro de Plaguicidas"	Coop La Granja	16/08/94	14		14	2 00
11	Charla sobre Manejo Integrado de plagas y Uso seguro de Plaguicidas"	Coop La Nueva Fe	17/08/94	12		12	2 00
12	Charla Análisis e interpretación de estatutos y reglamento interno	Coop Cara Sucia	17/08/94	33		33	2 00
13	Charla sobre " Agricultura Orgánica" a miembros de cooperarvas de café orgánico	Coop Las Marías	17/08/94	20	4	24	3 50
14	Charla Manejo seguro de plaguicidas"	Coop Cara Sucia	17/08/94	33		33	2 00
15	5a Reunión de trabajo Grupo Gestor de Nueva Empresa	CLUSA	18/08/94	8	3	11	4 50
16	Jornada de Evaluación de cultivo Chile Jalapeño	Coop Playas de S Juan	23/08/94	18	1	19	2 50
17	Reunión para reestructuración de Consejo de Administración	Coop Las Tablas	24/08/94	9	5	14	3 00
18	Charla Manejo seguro de plaguicidas	Coop Cara Sucia	24/08/94	29	1	30	2 00
19	Charla Análisis e interpretación de estatutos y Reglamento Interno	Coop Cara Sucia	24/08/94	29	1	30	2 00
20	Reunión para reestructuración de Consejo de Administración	Coop Los Rlyitos	25/08/94	15	1	16	3 00
21	Gira de observación de cooperativas atendidas por CLUSA	Coops La Marañonera La Merced Y S Arturo	24/08/94	4		4	8 00
22	6a Reunión de trabajo Grupo Gestor de Nueva Empresa	CLUSA	25/08/94	7	1	8	2 50
23	Charla de presentación sobre Proyecto CLUSA El Salvador"	CLUSA	3/08/94	4		4	2 00
24	Charla sobre Cambios en el manejo de producción de Nardo"	CLUSA	12/08/94	20	2	22	1 50
25	Charla Informativa sobre gira a California	CLUSA	17/08/94	18	2	20	1 00
26	Curso Transición de Agncultura química a orgánica cord de CII imp por AGACCES	FEDECOOPADES Zacatecoluca	22/08/94	8		8	7 00
TOTALES				450	35	485	143 00
SEPTIEMBRE DE 1994							
1	Charla Planificación a largo plazo" Exp Baxter Ankerstjerne	Coop Cara Sucia	30/08/94	14	2	16	3 00
2	Charlas MIP Corte y manejo post cosecha de mangold	Coop San Arturo	30/08/94	5		5	1 50
3	Taller Elaboración de adomos navdeños Imp por Sres Ankerstjerne	Coop Cara Sucia	31/08/94	12	31	43	3 50
4	Charla Agncultura Orgánica"	Grupo El Tigre	31/08/94	7	4	11	3 50
5	Charla Grupos Cooperativos impartida por Baxter Ankerstjerne	Coop Cara Sucia	1/09/94	21	20	41	3 50
6	Charla Elaboración de Pozos Someros impartida por Eduardo Velasco	Coop Barra Ciega	7/09/94	8		8	1 50
7	Gira de observación de actividades en la zona de Las Pilas	Las Pilas	7/09/94	5		5	10 00
8	1a Asamblea General de Fundadores de PROXSAL	Hotel Presidente	8/09/94	49	4	53	4 00
9	Charla y gira Producción orgánica y proceso	Coop S J de Luna	12/09/94	17	1	18	5 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
	de certificación						
10	Charla Alternativa de proyecto de flores Exp Andy Clark	Las Pilas Coop El Renacer	20/09/94	9	5	14	4 00
11	Charla sobre el Cultivo de Ajonjolí orgánico* Exp F Navarrete y A Jerónimo	San Carlos Lempa CORDES	20/09/94	22		22	3 00
12	Charla Agncultura Orgánica y Caficultura Orgánica	Grupo Las Marías	7/09/94	14		14	3 50
13	Charla sobre Agncultura Orgánica*	Grupo El Tigre	7/09/94	19		19	3 50
14	Charla Elaboración de aboneras	Centro capacif.92/18 CEE	8/09/94	11		11	3 00
15	Charla Caficultura Orgánica	Grupo Las Marías	14/09/94	17		17	3 50
16	Jornada técnica Análisis de Suelo*	CLUSA	2/09/94			25	2 00
17	Sem Excelencia en la dinámica Humana 1 1er grupo exp Dra.M E. de Humphrey	CLUSA	12/09/94	9	2	11	3 00
18	Sem Excelencia en la dinámica Humana 2 1er grupo exp Dra M E. de Humphrey	CLUSA	19/09/94	8	2	10	3 00
19	Jornada Técnica Análisis de suelos y Costos"	CLUSA	23/09/94	16	2	18	7 00
TOTALES				263	73	361	71 00
OCTUBRE DE 1994							
1	Charla Análisis e interpretación de estatutos y Reglamento Interno	Coop Cara Sucia	5/10/94	2	43	45	2 50
2	Reunión para Acto de Constitución y firma de escritura de PROEXSAL	Hotel El Salvador	6/10/94	43	9	52	3 00
3	Curso sobre Control de calidad en el beneficiado de café*	CLUSA y beneficio de Coop Agua Fria	10-12/10/94	15		15	24 00
4	Charla Agncultura orgánica certificada para grupo Columbus	Local de INCOSA	15/10/94	12		12	2 00
5	Charla Aspectos legales y comercialización de café orgánico	Coop San Mauncio	19/10/94	39		39	6 00
6	Charla sobre Recolección de Ajonjolí orgánico	Coop Achiotales	25/10/94	5		5	2 00
7	Gira de campo a Coop Atendidas por CLUSA ARN con miembros de CRECER	C/La Merced S Hilano y San Simón	25/10/94	7		7	7 50
8	Gira de campo a coop de occidente con miembros de CRECER	C/ C Sucia Las Tablas y Sta. Adelaida	26/10/94	7		7	12 00
9	Gira de campo a zona de Las Pilas con Sr Peter Kranstover de AID	C Las Pilas y Los Planes	27/10/94	4		4	10 00
10	Charla técnica sobre Manejo de Ajonjolí Orgánico	Coop Gualuca	27/10/94	20		20	3 00
11	Charla sobre Recolección de Ajonjolí orgánico	Coop Los Naranjos	27/10/94	5		5	1 50
12	Seminario gpo A Excelencia en la dinámica humana	CLUSA	4/10/94	13	3	16	7 00
13	Seminario gpo B Excelencia en la dinámica humana Exp Dra García Prieto	CLUSA	10/10/94	23	5	28	7 00
14	Convención y Exposición de Produce Marketing Association 1994	San Antonio Texas USA	21 24/10/94	4		4	24 00
15	Informe sobre participación en 45th Conferencia de PMA	CLUSA	28/10/94	14	2	16	1 00
16	Capacitación sobre Análisis para funciones de Asesores Residentes*	CLUSA	8/10/94	11	2	13	3 00
TOTALES				224	64	288	115 50
NOVIEMBRE DE 1994							
1	Charla sobre Cosecha de ajonjolí*	Coop Sta Clara	3/11/94	5		5	1 00
2	Charla sobre Cosecha de ajonjolí*	Coop El Cauca	3/11/94	5		5	1 00
3	Jornada Aspectos de Comercialización de CNTE*	Local CARE Stgo de María	8/11/94	14		14	4 00
4	Aspectos de comercialización y contratos de café orgánico	Coop San Mauncio	9/11/94	35	1	36	4 00
5	Charla Mercadeo y comercialización	PROESA	11/11/94	12		12	2 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
	Exp Samuel Salazar						
6	Charla "Logística en el Manejo de contenedores de melón de exportación"	Crowley American Transport	22/11/94	9	2	11	5 00
7	Charla sobre Manejo Seguro de Plaguicidas	Coop San Arturo	29/11/94	8	1	9	1 50
8	Charla sobre Plagueo	Coop San Arturo	29/11/94	8	1	9	1 50
9	Sesión de seguimiento Excelencia en la dinámica humana grupo 1	CLUSA	1/11/94	8	2	10	2 00
10	Sesión de seguimiento Excelencia en la dinámica humana grupo 2	CLUSA	14/11/94	9	3	12	2 00
	TOTALES			113	10	22	4 00
DICIEMBRE DE 1994							
1	Presentación de proyecto CLUSA y visita de observación a MONTECO con miembros TNS/Ghana	CLUSA y MONTECO	5/12/94	4	1	5	6 00
2	Jornada "Aspecto contables de café orgánico" CNTE"	Local de grupo Las Marías	7/12/94	16		16	3 00
3	Gira de campo a zona de Las Pías miembros de USAID y particulares	Cantón Los Planes	8/12/94	5	2	7	8 50
5	Charla sobre el Uso de Plaguicidas con clasificación I y II	CLUSA	9/12/94	16		16	3 00
6	Charla Aspectos nutricionales de la lechuga y espinaca coord con MSPAS Lic V Morán	Cantón Los Planes	14/12/94	3	9	12	2 00
	TOTALES			270	32	201	50 50
TOTALES ACUMULADOS DEL AÑO 1994				2,841	436	3,128	970 75
ENERO DE 1995							
1	Charla resumen sobre plan de trabajo y proyecciones de cooperativa	Coop Coralama	12/01/95	15		15	2 00
2	Conf "La importancia de los cultivos orgánicos en la prod del M A Exp Dr Ronald Nigh"	Hotel Presidente	16/01/95	32	4	36	2 00
3	Conf "Que son los productos orgánicos" Exp Dr Ronald Nigh	Hotel Presidente	17/02/95	43	6	49	2 00
4	Conferencia "Que es O C I A" expositor Robert Beauchemin (Miembro de OCIA)	Hotel Presidente	17/01/95	33	6	39	2 00
5	Conf "Perspectivas de los productos orgánicos en el mercado mundial" Exp Thomas Harding	Hotel Presidente	18/1/95	38	13	51	3 00
6	Efectos del Nim en control de plagas Apoyo en exp de Sr Carlos Sánchez	Coop Coralama	20/01/95	10		10	2 50
7	Conf "Técnicas modernas en la producción de cultivos orgánicos Hortalizas Exp M Samayoa"	Hotel Presidente	20/01/95	53	13	66	2 00
8	Conf "Técnicas modernas en la producción de cultivos orgánicos C Permanentes Exp S Palma"	Hotel Presidente	20/01/95	53	13	66	3 00
9	Gira de campo y presentación de UCRAPROBEX y CLUSA a deleg de USAID/CLUSA Nicaragua	Coops zona La Paz UCRAP /CLUSA	24/01/95	5		5	10 00
10	Charla sobre Elaboración de abono orgánico a productores de cantón Los Planes	C/ Los Planes	25/01/95	8		8	1 00
11	Charla sobre Fundamentos de riego dirigido a productores del cantón Los Planes	C/ Los Planes	25/01/95	12		12	1 50
12	Gira de campo a zona de Los Planes con deleg USAID/CLUSA Nicaragua	Cantón Los Planes	25/01/95	5		5	9 00
13	Control de plagas en ajonjolí orgánico	Coop Gualuca	26/07/95	11		11	1 50
14	Gira de Observación Café Orgánico y Beneficio Coop Santa Adelaida Grupo CLO	Coop S Adelaida	28/01/95	30	25	55	5 00
15	Reunión General de membresía de O C I A 1995	H Presidente	del 17/01/95 al 21/01/95	63	24	87	
	TOTALES			411	104	516	46 50
FEBRERO DE 1995							
1	Presentación del Proyecto CLUSA al Sr Carlos Sánchez de CLUSA Nicaragua	CLUSA	14/02/95	1		1	2 00
2	Sesión de retroalimentación sobre actividades de CLUSA con Sr Carlos Sánchez	CLUSA	18/02/95	1		1	2 00
3	Gira de campo a La Montañona con miembros	La Montañona	21/02/95	9		9	8 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
de FUNDE							
4	Jornada de evaluación de Reunión Anual OCIA/95 AGMM	CLUSA	22/02/95	9	1	10	2 00
5	Gira de observación de cultivos orgánicos y conservación de suelos con estudiantes ENA	Los Planes	22/02/95	16		16	10 00
6	Presentación de CLUSA, Programa de producción orgánica	ACENEC/PROCAMPO	23/02/95	8	1	9	1 00
7	Gira de observación a Las Pilas y Los Planes con miembros de FUNDE	Los Planes	27/02/95	8		8	10 00
8	Gira de observación a Las Pilas y Los Planes con miembros de Coop Santa Adelaida	Los Planes	28/02/95	8		8	10 00
TOTALES				60	2	62	45 00
MARZO DE 1995							
1	Gira de observación a coops de Oriente con miembros de USAID	Coops Casamota y S.A. Silva	2/03/95	1	1	2	8 00
2	Exposición del proyecto CLUSA a miembros de fundación Agroecológica "Cotobruceña"	CLUSA	2/03/95	3	1	4	2 00
3	Presentación proyecto CLUSA y programa orgánico a miembros de la UES	CLUSA	9/03/95	2	5	7	1 50
4	Jornada de Evaluación de cultivo de melón comda 94/95	Coop Cara Sucia	14/03/95	5		5	3 00
5	Presentación proyecto CLUSA y programa orgánico a representante de FUNDE	CLUSA	14/03/95	1		1	2 00
6	Jornada de Evaluación de cultivo de melón comda 94/95	Coop Nva Guayapa	16/03/95	9		9	3 00
7	Jornada de Evaluación de cultivo de sandía comda 94/95	Coop S J de Luna	16/03/95	13		13	4 50
8	Jornada de Evaluación de cultivo de sandía comda 94/95	Coop Achiotales	22/03/95	16	1	17	3 00
9	Jornada de Evaluación de cultivo de melón comda 94/95	Coop Santa Teresa	23/03/95	5		5	3 00
10	Jornada de Evaluación de cultivo de vinya comda de verano	Coop San Arturo	23/03/95	12		12	3 00
11	Taller Intercambio de experiencias sobre el cultivo de ajonjolí orgánico*	Coop Santa Clara	24/03/95	47		47	8 00
12	Gira a coops de zona Oriental con miembros de LACT TEC y USAID	Coops Las Marías y Playas de S Juan	30/03/95	3		3	8 00
14	Clase de inglés a personal del proyecto 4 horas semanales por participante	Instituto E.L.I	17 31/03/95	16	3	19	12 00
15	Asistencia a Seminario sobre Ajonjolí Orgánico	CIPRES Managua Nicaragua	15-19/03/95	1		1	24 00
16	Gira de observación de producción de hortalizas BEJO Escuintla Guatemala	Escuintla Guatemala	30/03/95	6		6	6 00
17	Charla sobre Elaboración de composta y actividades agrícolas del café *	Coop San Simón	7/03/95	14	2	16	2 00
TOTALES				154	13	167	93 00
ABRIL DE 1995							
1	Gira de campo a Coop Las Lajas y UCRAPROBEX Con Sr Nilsentuen de NCBA	Coop Las Lajas y UCRAPROBEX	3/04/95	6	1	7	7 00
2	Gira de campo prod orgánicos zona de Los Planes Con Sr Nilsentuen de NCBA	Los Planes	4/03/95	6	1	7	8 00
3	Gira de observación de campo a Los Planes con representantes de FAO	Los Planes	5/04/95	3		3	6 00
4	Jornada de Evaluación de cultivo de melón comda 94/95	Coop San Hilano	6/04/95	7	1	8	2 50
5	Jornada de Evaluación de las 15 semanas de producción de Hort orgánicas en Los Planes	CLUSA	11/04/95	3		3	3 50
6	Charla Calibración de bombas de mochila	Coop Casamota	18/04/95	36		36	1 00
7	Charla sobre fabricación de equipo casero para protección en el uso de plaguicidas	Coop Cara Sucia	18/04/95	6	9	15	1 50
8	Charla Sustitutos de plaguicidas I y II	Coop Casamota	18/04/95	36		36	1 00
9	Jornada de Evaluación de cultivo de Ajonjolí	UNIPAZ S Miguel	19/04/95	24	2	26	6 50

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
	Orgánico 94/95 zona Oriental						
10	Charla sobre fabricación de equipo casero para protección en el uso de plaguicidas	Coop Nva Guayapa	19/04/95	24	1	25	1 50
11	Charla Manejo seguro de plaguicidas"	Coop Nva Guayapa	19/04/95	24	1	25	1 50
12	Jornada de Evaluación de cultivo de Ajonjolí	Coop S J de Luna	20/04/95	30	2	32	6 50
	Orgánico 94/95 zona de La Paz						
13	Charla expositiva del proyecto CLUSA dirigida a representantes de CORDES	CLUSA	20/04/95	2		2	3 00
14	Charla Calibración de bombas de mochila	Coop P de San Juan	25/4/96	14	1	15	2 00
15	Charla Sustitutos de plaguicidas I y II	Coop P de San Juan	25/04/95	14	1	15	0 75
16	Charla Uso seguro de plaguicidas	Coop Los Naranjos	25/04/95	11		11	1 00
17	Charla Sustitutos de plaguicidas I y II"	Coop Los Naranjos	25/04/95	11		11	0 50
18	Gira observación café orgánico Mem C/EI Espino	Coop Santa Adelaida	25/04/95	8		8	3 50
19	Exposición de actividades de CLUSA El Salvador a Salvador Balmaceda CLUSA/Nicaragua	CLUSA	26/04/95	1		1	2 00
20	Sesión de retroalimentación sobre proyecto CLUSA Sr Salvador Balmaceda CLUSA/Nicaragua	CLUSA	29/04/95	1		1	2 00
21	Presentación promocional de proyecto CLUSA y proyecto ARN	Coop La Carrera	26/04/95	10		10	1 50
22	Charla Disposición de desechos sólidos	Coop Cara Sucia	26/04/95	6		6	1 00
23	Jornada de Evaluación de cultivo de melón comda 94/95	Coop La Merced	26/04/95	10		10	1 00
24	Charla sobre Cultivo de perejil"	Tajcutilujan	26/04/95	7		7	1 50
25	Charla Capacitación agrícola cultivo de chile"	Coop Las tablas	26/04/95	7	3	10	1 00
26	Charla Disposición final de desechos sólidos	Coop Nva Guayapa	26/04/95	14		14	1 00
27	Charla Uso seguro de plaguicidas	Coop San Arturo	27/04/95	16		16	1 00
28	Charla Sustitutos de plaguicidas I y II"	Coop San Arturo	27/04/95	16		16	1 00
29	Charla Manejo adecuado de Hidrocuencas	Coop Las Tablas	27/04/95	6	4	10	1 00
30	Charla Manejo adecuado de Hidrocuencas	Tajcutilujan	27/04/95	7		7	1 00
31	Charla Disposición final de desechos sólidos	Tajcutilujan	27/04/95	7		7	1 00
32	Charla Disposición final de desechos sólidos"	Coop Las Tablas	27/04/95	7	3	10	1 00
33	Charla Evaluación de impactos ambientales dirigido a técnicos del proyecto	CLUSA	7/4/95	13	2	15	1 50
34	Curso de inglés para personal del proyecto (recibidas en diferentes horarios)	English Language Institute (ELI)	3-30/4/95	16	3	19	16 00
	TOTALES			409	35	444	91 75
MAYO DE 1995							
1	Present de proyecto orgánico y CLUSA	Ofic Cristiano Burkard	2/05/95	2	0	2	2 00
2	Exposición de actividades de PROCAFE	CLUSA	12/05/95	22	1	23	2 00
3	Proceso de certificación de fincas orgánicas	COLUMBUS	13/05/95	7	0	7	1 00
4	Charla Sustitutos de plaguicidas clase I y II	Coop San Antonio Silva	3/05/95	24	0	24	1 00
5	Charla Calibración de bombas de mochila	Coop San Antonio Silva	3/05/95	24	0	24	1 00
6	Charla Reformas al decreto 124	Cara Sucia	10/05/95	7	0	7	2 00
7	Charla Preparación de semilleros	Coop Las Tablas	10/05/95	34	0	34	1 50
8	Exposic CLUSA El Salvador a rep del MAG	CLUSA	15/05/95	1	0	1	4 00
9	Exp Proy orgánico y CLUSA a Cámara de Comercio	Cámara de Comercio E.S	17/05/95	15	3	18	1 00
10	Producc de chile picante de exportación	UNIPAZ San Miguel	16/05/95	22	1	23	3 25
11	Jornada Como impulsar la venta de produc orgánicos	CLUSA	18/05/95	0	4	4	3 00
12	Análisis interno a reformas del decreto 124	Nva Guayapa	16/05/95	6	0	6	2 00
13	Charla Sustitutos de plaguicidas clase I y II	Coop La Unión	16/05/95	20	1	21	1 00
14	Charla Disposición final de desechos sólidos	Coop La Unión	16/05/95	20	1	21	1 00
15	Demost Fabric de equipo casero de protec p/ Plaguic	Coop La Unión	16/05/95	20	1	21	1 00
16	Gira observ cultivos orgánicos Cauque farm	Cauque Farm Guatemala	25-26/05/95	6	1	7	16 00
17	Expos Poryecto CLUSA a Rep de SUSTAIN	CLUSA	24/05/95	1	0	1	2 00
18	Charla Manejo seguro de plaguicidas	Coop La Granja	24/05/95	21	0	21	2 00
19	Charla Sustitutos de plaguicidas clase I y II	Coop La Granja	24/05/95	21	0	21	1 00
20	Charla Manejo de pesticidas en el hogar	Coop La Nueva Fé	25/05/95	11	3	14	1 00
21	Charla Sustitutos de plaguicidas clase I y II	Coop La Nueva Fé	25/05/95	11	3	14	1 00
22	Jornada de capacit. El libro de caja	Local Las Marías Jucuapa	24/05/95	18	2	20	3 00
23	Charla Sustitutos de plaguicidas clase I y II	Coop Los achiotales	11/05/95	13	2	15	3 50
24	Técnicas para el cultivo de chile	CLUSA	19/05/95	15	1	16	3 00
25	Capacit Construc de niveles artes y su uso adecuado	Coop La Unión	30/05/95	22	2	24	3 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
26	Charla demost. Prácticas de conservación de suelos	Coop Las Tablas	32/05/95	20	0	20	4 00
27	Evaluación resultados 2o año café orgánico	Coop San Rafael	30/05/95	30	4	34	2 00
34	Curso de inglés para personal del proyecto	English Language Institute	3-30/5/95			19	16 00
TOTAL				413	30	443	68 25
JUNIO DE 1995							
1	Exposición del proyecto CLUSA a Rep NCBA	CLUSA	2/06/95	1	0	1	1 00
2	Charla Diagnóstico de problemas técnicos en el campo	CLUSA	2/06/95	16	2	18	1 50
3	Charla Elab de barreras vivas con aseQUIAS de ladera	Coop La Unión	8/06/95	7	0	7	2 00
4	Primera Asamblea General informativa PROEXSAL	CLUSA	10/06/95	33	2	35	4 00
5	Jornada Cultivo y comercialización de ajonjolí orgánico	Coop Lempa Acahuapa	13/06/95	22	4	26	3 00
6	Día de campo Producción de marañón orgánico	Coop La Marañonera	8/06/95	65	4	69	6 00
7	Gira de campo coope productoras de occidente	C/La Unión, C Sucia L.Tablas	14/06/95	2	0	2	10 00
8	Charla Análisis a reformas decreto 124	Coop san José de Luna	20/06/95	9	1	10	2 00
9	Charla Análisis a reformas decreto 124	USAID	22/06/95	10	2	12	2 00
10	Charla Fuentes de inform agrícola y como accederla	CLUSA	23/06/95	23	2	25	2 50
11	C Manejo y conserv de frutas/hort. frescas en superm	Centro Comercial San Luis	20 y 22/06/95	12	17	29	8 00
12	C Manejo y conserv de frutas/hort. frescas en superm	Centro Comercial San Luis	27/29/06/95	11	13	24	8 00
TOTAL				211	47	258	50 00
JULIO DE 1995							
1	Gira de campo a zona de Chatenando Sr Dan Shaffer	C/ S Adelaida y Los Planes	3 y 4/07/95	1	0	1	16 00
2	Charla Generalidades del cultivo de chile picante	San Esteban Catarina S V	6/07/95	12	1	13	1 00
3	C Manejo y conserv de frutas/hort. frescas en superm	Centro Comercial San Luis	4 y 8/07/95	15	11	26	8 00
4	Día de campo Caficultura orgánica en Coop Las Lajas	Coop Las Lajas	8/07/95	103	15	118	6 00
5	Charla Análisis a reformas decretos 124 y 14	Coop El Espino	10/07/95	23	0	23	2 50
6	Charla demost. Elaboración de semilleros	Hda. La Joya S A. Caminos	15/07/95	8	0	8	3 00
7	Jorn Fisiología de frutas y verduras y M post-cosecha	CLUSA	13 y 14/07/95	19	0	19	6 00
8	Gira de campo productores orgánicos de Los Planes	Cantón Los Planes	19/07/95	3	0	3	9 00
9	Jornada Análisis del reglamento interno de la cooperativa	Coop El Espino	17/07/95	7	14	21	2 50
10	Expos proyecto CLUSA Miembros de ADI	CLUSA	19/07/95	2	0	2	2 00
11	Gira observ NTE'S-Refor y Cons de suelos M/Guayapa	Coop La Unión	20/07/95	7	0	7	2 00
12	Mesa redonda sobre Melón de exportación	CLUSA	21/07/95	14	0	14	4 00
13	Curso de inglés para el personal del proyecto (recibidas	English Language Institute	1 31/08/95	13	3	16	12 00
TOTAL				227	44	271	74 00
AGOSTO DE 1995							
1	Jornada Procesamiento de Chile Picante	CLUSA	11/08/95	17		17	3 00
2	Charla Mant Preventivo de Vehículos" exp Otto Riedel	CLUSA	25/08/95	12		12	1 00
3	Gira de observ activ en Occidente Sr Ellis de USAID	c Sucia L.Unión, L. Tablas y otros.	2/08/95	4	0	4	10 00
4	Capacitación sobre Reglamento Interno	Coop El Espino	2/08/95	19	0	19	2 00
5	Charla Funciones de Cuerpos Directivos	Coop Prod Org L.Planes	8/08/95	10	0	10	2 50
6	Gira Mem Cara Sucia a Coops Sres Ankertsjerne Iowa	Peterson Iowa USA	14 19/08/95	5	0	5	60 00
7	Jor Promoc del cultivo de ajonjolí" Coord C/PROEXSAL	H Presidente	15/08/95	34	1	35	3 00
8	Gira de observ activ zona Oriente miembros de USAID	El Gigante Las Marías	15/08/95	7	0	7	12 00
9	Capacitación sobre Reglamento Interno	Coop El Espino	15/08/95	12	1	13	2 00
10	Charla Fortalec Cooperativo prep elec directiva	Coop Cara Sucia	15/08/95	27	43	70	2 50
11	Proceso de Inspección y certificación de ajonjolí orgánico	FEDECOOPADES Zacat.	22/08/95	31	1	32	4 00
12	Proceso de Inspección y certificación de ajonjolí orgánico	FESACORA Usulután	23/08/95	32	1	33	4 00
13	Charla sobre Producción de Flores" a agnc La Palma	Casa partic La Palma	29/08/95	14	0	14	3 00
14	Jornada Producción de Chile Picante p/ Exportación	Rest. C Blanca S Vicente	31/08/95	45	1	46	4 00
15	Curso de inglés para el personal del proyecto	English Language	1 31/08/95	12	4	16	12 00
16	Jornada Procesamiento de Chile Picante	CLUSA	11/08/95	13	4	17	3 00
17	Charla Mant Preventivo de Vehículos" exp Otto Riedel	CLUSA	25/08/95	9	3	12	1 00
TOTAL				274	59	333	125 00
SEPTIEMBRE DE 1995							
1	Proceso de Certificación Orgánico impartido	UCRAPROBEX	05/19/95	22		22	5 50
2	Gira de observación a Los Planes / La Palma	Chalatenango	06/09/95	8		8	10 00
3	Proceso de Certificación Orgánico impartido	Coop San Mauricio	12/9/95	42		42	5 50
4	Producción de Chile Picante	CORDES	12/09/95	12	1	13	2 00
5	Visita de campo a Los Planes	Chalatenango	13/09/95	12		12	5 00
6	Capacitación Proyecto de Hortalizas a	Tajcuilujan	20/10/95	10		10	3 00
7	Plan de Trabajo Comda de Melón	Coop Nva Guayapa	20/09/95	6		6	2 50
8	Gira de Observación a Plantas Procesadoras	El Castaño	21/09/95	3	2	5	9 00
9	Proceso de Certificación Orgánico	INCOSA	23/09/95	17	1	18	4 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
10	Producción de Chile Picante	Tecoluca	26/09/95	16		16	2 00
11	Charlas Agricultura Orgánica	Coop Lacarrera	28/9/95	8		8	4 00
12	Charla sobre Neem	CLUSA	08/09/95	8	4	12	2 00
TOTAL				164	8	172	54 50
OCTUBRE DE 1995							
1	Charla sobre Nutrición Vegetal exp James King	CLUSA	6/10/95	21	0	21	2 00
2	Gira de observación zona oriental repres de USAID	El León Criolla Caraloma Normandia	26/10/95	19	0	19	12 00
3	Participación en convención PMA	San Diego California	13-16/10/95	5	2	7	32 00
4	Charla Fertilizantes y sust. orgán de plaguicidas	Hda La Carrera	5/10/95	8	0	8	4 00
5	Curso de inglés para el personal del proyecto	English Language	1 31/10/95	12	4	16	12 00
TOTAL				65	6	71	62.00
NOVIEMBRE DE 1995							
1	1er Foro y Feria Mundial Bio-Fair 95	San José Costa Rica	1-3/11/95	11	1	12	27 00
2	Exposición proyecto CLUSA El Salvador Reu FIA	San José Costa Rica.	3/11/95	24	1	25	2 00
3	Exposición resultados BIOFAIR y PMA	CLUSA	10/11/95	17	0	17	1 00
4	G de campo a Los Planes repres embajada USA	Los Planes	22/11/95	8	3	11	10 00
5	Exposic de Proyecto CLUSA a repers SOCAMA	CLUSA	27/11/95	8	0	8	2 50
6	Curso de inglés para el personal del proyecto	English Language	1 30/11/95	8	2	10	12 00
7	Seminario En Ruta al Exito coord por CORELA	CLUSA	24/11/95	25	9	34	5 00
TOTAL				101	16	117	59 50
DICEMBRE DE 1995							
1	AGRITRADE	Guatemala	29/11/ 3/12/95	13		13	36 00
2	Curso Control Natural de Plagas	Los Planes Chalat.	5- 7/12/95	24	1	25	49 50
3	Charla Irrigación presunzada	Coop Las Tablas	6/12/95	13	2	15	5 00
4	Charla Cultivo de papa y conservación de suelos	Las Pitas Chalaten	12/12/95	13		13	3 00
5	Gira de campo dif coops c/miembros UNAG/Nic	Las Lajas Los Planes	18-20/dic /95	5		5	26 00
6	Charla Café orgánico	COMUS	Nov /95	5	0	5	3 00
7	Charla Elaboración de composta	COMUS	Nov /95	12		12	3 00
8	Manejo sombra de café orgánico	CLUSA	Nov /95	10	0	10	3 00
9	Curso de inglés para el personal del proyecto	English Language	1 23/12/95	7	2	9	8 00
10	Charla Nutrición vegetal"	CLUSA	15/12/95	14	2	16	3 00
TOTAL				116	7	123	139 50
TOTALES ACUMULADOS DEL AÑO 1995				2,605	371	2,976	909 00
ENERO DE 1996							
1	El papel de la mujer en la coop C Ankerstjerne	Coop Cara sucia	8/1/96		40	40	3 00
2	Salud y Nutrición Rural" C Ankerstjerne	Coop Cara Sucia	9/1/96		40	40	3 00
3	Charla Plagas y enfermedades del café" C Padilla	COMUS	9/1/96	7		7	4 00
4	Acceso a Cuidados de salud" C Ankerstjerne	Coop Cara Sucia	10/1/96		35	35	3 00
5	Presentación de Proy CLUSA miembros NCBA	CLUSA	10/1/96	5	2	7	2 00
6	Gira de campo a Chalatenango con grupo 1 NCBA	Los Planes	11/1/96	6	2	8	11 00
7	Gira de campo a Occidente con grupo 2 de NCBA	C Sucia Guayapa L.Tablas	11/1/96	6	1	7	11 00
8	Uniones y Alianzas Cooperativas B Ankerstjerne	Coop Cara Sucia	11/1/96	45		45	3 00
9	Presentación F C A Marathon Ia. B Ankerstjerne	Coop Cara Sucia	12/1/96	35		35	3 00
10	Gira de campo zona La Paz y Central con Dir NCBA	Achotales, S Clara S.Adelaide	12/1/96	12	3	15	11 00
11	Charla Manejo seguro de Plaguicidas" C Arana	La Palma	17/1/96	15	4	19	3 00
12	Visitas de campo Sres Ankerstjerne	Coop Cara Sucia	8-13/1/96	1	1	2	25 00
13	Gira de campo zona La Paz y Coops ARN	La Carr. Chag. S J Luna Achiot	31/1/96	6		6	10 00
14	Curso de inglés para el personal del proyecto	English Language	1 31/1/96	6	2	8	12 00
TOTAL				144	130	274	104 00
FEBRERO DE 1996							
1	Presentación proyecto CLUSA a miemb CRECER	CLUSA	2/2/96	4	4	8	2 00
2	Gira de observación cooperativas de ARN en Ote	PREXA, La Carrera SES	14/2/96	6	2	8	12 00
3	Gira de campo a Oriente miemb USAID/Nicaragua	S J Luna CORAL Casam,carrera	20/2/96	9		9	12 00
4	Gira de campo a Chalatenango miemb USAID/Nicar	Los Planes USAID	21/2/96	8		8	9 00
5	Presentación de CLUSA a mem ASOCAFEMAT	CLUSA	21/2/96	3		3	2 50
6	Gira de campo zona café org miemb USAID/Nicar	S Adelaide COLUMBUS	22/2/96	8		8	8 00
7	Seminario sobre Cacao Orgánico"	Coop La Carrera	22/2/96	27		27	5 00
8	Curso de inglés para el personal del proyecto	English Language	1 29/2/96	7	1	8	12 00
9	Charla a técnicos sobre Cacao Orgánico	CLUSA	23/2/96	22	3	25	1 00
10	Cap Uso y manejo paquetes de computación	CLUSA	16/2/96	4		4	2 00
11	Cap Uso y manejo paquetes de computación	CLUSA	23/3/96	4		4	2 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
TOTAL				102	10	112	67 50
MARZO DE 1996							
1	Gira de observación con Director de USAID	Los Planes La Piles El Túnel	6/3/96		6	6	10 00
2	Charla Que es CLUSA y Agricultura Orgánica	El Túnel La Palma	7/3/96	4	13	17	2 00
3	Gira de campo c/ Miembro de U S Mission	Coop Santa Adelaida	9/03/96	2		2	4 00
4	Beneficios Ecológicos de café USAID/PROCAFE	USAID	8/03/96	9		9	1 50
5	Jornada Evaluación cultivo de melón	Coop Cara Sucia	20/03/96	12		12	4 00
6	Charla Introducción a la Agricultura Orgánica	C/La Estrella Jiquilisco	24/03/96	14	1	15	2 00
7	Charla CLUSA y Café Orgánico"	Coop San Antonio L.L.	21/03/96	46	2	48	2 00
8	Curso "Elabor de Quesos efecche de cabra Dr R. Altala/SUSTAIN	ENA	20-21/03/96	15	8	23	14 00
9	Jornada Desarrollo Organizacional PROEXSAL"	Hotel Presidente	28/03/96	10	1	11	5 00
10	Módulo 1 Curso Control Natural de Plagas	Com. Los Heroes Guazapa	28/03/94	17	4	21	8 00
11	Reunión Técnica Informativa cultivo de Nardo	Cantón Las Tablas	20/03/96	9	1	10	2 00
12	Jornada Evaluación Cultivo de Sandía"	Coop S J de Luna	28/03/96	14	1	15	2 50
13	Gira de Observación Sra K. Barret de USAID	Coop El Gigante	28/03/96	3	2	5	10 00
TOTAL				155	39	194	67 00
ABRIL DE 1996							
1	Jorn Evaluación cultivo de melón 95-96"	Coop Guayapa	10/04/96	22		22	3 00
2	Jorn Evaluación cultivo de café orgánico	Coop Saigón	11/04/96	10	3	13	3 50
3	Charla Presentación CLUSA deleg UNICAFE	CLUSA	23/4/96	5		5	2 50
4	Prsentación AGRICOR 2001" a coops occidente	Coop Las Lajas	24/05/96	22		22	4 00
5	Jornada inf Agricultura Orgánica a teces de ISTA	Coop Las Lajas	23/04/96	18		18	6 00
6	Charla "Promoción e inf s/capacit. a cuerpos directivos	El Túnel La Palma	24/04/96	5		5	1 00
7	Gira de campo a zona Chalatenango P Gráfica	L. Planes L. Piles E. Túnel	10/04/96	7		7	10 00
8	Gira de observ Prod Café Orgánico / UNICAFE	Coop Las Lajas	23/04/96	8		8	6 00
9	Visita organiz. relacionada al café en E.S /UNICAFE	Cons Salv Café UCAFES	24/04/96	8		8	9 00
10	Gira de campo prod proc de café/UNICAFE	Coop S Rafael y S Adelaida	25/04/96	8		8	10 00
12	Módulo 2 Curso Control Nat de Plagas" PROESA	Com. Los Heroes Guazapa	2/04/96	11	4	15	9 00
13	Charla Cultivo de Vigna	Coop Normandía	30/04/96	11		11	2 50
TOTAL				135	7	142	66 50
MAYO DE 1996							
1	Gira de campo a zona de Chalatenango D de Hoy	Los Planes Las Piles, El Túnel	8/05/96	9	1	10	10 00
2	Charla Cultivo de Ajonjolí Convencional"	Coop Normandía	8/05/96	10		10	1 50
3	Jornada tecnica La Producción de Plátano /T FHIA	Coop La Carrera	22/05/96	31		31	3 50
4	Gira de campo a Chalatenango c/ visitantes USA	L. Planes L. Piles El Túnel	30/05/96	6	2	8	9 00
5	Charla Construcción del nivel A y su utilización	Coop Las Tablas	23/05/96	6	1	7	2 00
6	Charla Promoción del cultivo de maíz dulce"	Tajcuiluljan	21/05/96	8	1	9	2 50
7	Charla Promoción del cultivo de Ajonjolí Orgánico	Coop S J de Luna	29/05/96	7		7	1 00
8	Charla Promoción del cultivo de Ajonjolí orgánico	Coop Achotales	29/05/96	4		4	1 00
9	Charla sobre Lombrcultura	COMUS	21/05/96	7		7	4 00
10	Jornada Evaluación cultivo ajonjolí Orgánico	Coop S J de Luna	29/05/96	8		8	1 20
11	Reunión c/producto Orgánico CODEUSMI	Benef Las Marías	29/05/96	18	2	20	4 00
12	Charla Control Natural de Plagas	COMUS	28/05/96	9		9	5 00
13	Charla Aspectos básicos en el mant. de vehículos"	CLUSA	3/05/96	18	1	19	1 50
TOTAL				141	8	149	46 20
JUNIO DE 1996							
1	Jornada promocional El Café Robusta"	Coop Pasatiempo	6/06/96	58	2	60	3 00
2	Charla Fortalecimiento programa de Nardo"	Coop Las Tablas	6/06/96	12	2	14	2 00
3	Charla Manejo del nivel A" y trazo curvas a nivel	Coop Las Tablas	20/06/96	3	1	4	2 00
4	Insumos para recuperación de cultivo de nardo	Las Tablas	20/06/96	8	2	10	2 00
5	Reunión para contratación melón 96/97	Coop Nva Guayapa	19/06/96	18		18	2 50
6	Charla Control de enfermedades en papa	Las Piles	14/05/96	5		5	2 00
7	Gira de capacitación ptécnicos CLUSA/Nicaragua	CLUSA y Varas coops	16 22/06/96	2		2	50 00
8	Jornada Evaluación Ajonjolí Orgánico"	Coop Casamota	26/06/96	7	1	8	1 50
9	Prod Orgánicos Certific y Mercadeo" S Renier	CLUSA	21/06/96	35	3	38	2 00
10	Aspectos Básicos en la Prod de Aj Orgánico	CENTA L. Acahuapa	27/06/96	47	2	49	3 00
11	Presentac de CLUSA a miembros REDES	CLUSA	20/06/96	13		13	5 00
12	Capacit en serv Tec Nicaragua (Flor de Ma Rivas)	CLUSA y vanos	24-27/06/96		1	1	24 00
TOTAL				208	14	222	99 00
JULIO DE 1996							
1	Presentación de CLUSA miemb UNICAFE y FAMA	CLUSA	*****	5		5	3 00
2	Gira de observación c Orgánico UNICAFE	c/Orgánicas Y COLUMBUS	1 2 y 3/07/96	3		3	33 00



**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
3	Capac /Giras sobre financ supervisado p/FAMA	CLUSA/PROEXSAL, COOPS	2 y 3/07/96	1		1	16 00
4	Charla sobre Insumos Agrícolas Orgánicos	CLUSA	12/07/96	9		9	1 00
5	Curso Principios de Computación GLOBE	CLUSA	11 y 12/07/96	6	5	11	16 00
6	Gira de observación con miembros USAID	Los Planes y Las Pilas	10/06/96	5	1	6	11 00
7	Jornada de planificación Cultivo Ajonjolí Orgánico	Coop Sta Clara	16/07/96	6		6	3 00
8	Desarrollo Plan simple Ajonjolí Orgánico	Coop S José de Luna	18/07/96	12		12	3 00
9	Cont Desarrollo Plan simple Ajonjolí Ogánico	Coop S José de Luna	25/07/96	7		7	2 00
10	Charla sobre Café Orgánico zona Las Marías	Local CODEUSMI	9/07/96	19	2	21	3 00
11	Jornada Identificación de problemas"	Coop El Espino	30/07/96	23	10	33	2 00
TOTAL				96	18	114	93 00
AGOSTO DE 1996							
1	Jornada sobre Identificación de problemas"	Coop El Espino	*****	21	2	23	3 00
2	Charla Funciones de Cuerpos Directivos"	Coop S Adelaida	7/08/96	8		8	2 00
3	Jornada Identificación de problemas en coop	Coop El Espino	7/08/96	12	5	17	2 50
4	Charla Identificación de porblemas de campo	Coop El Espino	08/08/96	15	3	18	3 00
5	Charla Funciones del Consejo de Administración	Coop San Rafael	14/08/96	12		12	2 00
6	Charla Funciones de la Junta de Vigilancia	Coop San Rafael	22/08/96	11		11	2 00
7	Visita de asesoría Hort. Orgánicas M Samayoa	El Tunel	26/08/96	8		8	1 50
8	Visita de asesoría Hort. Orgánicas M Samayoa	Los Planes	26/08/96	10		10	3 00
9	Charla Funciones y Responsabilid del Gerente	Coop San Rafael	28/08/96	11		11	2 50
10	Activdad de retroalimentac U Produc	CLUSA	14-15/08/96	11		9	10 00
11	Sesión de retroalimentación U de Agronegocios	CLUSA	22 23/08/96	7	1	8	10 00
TOTALES				126	11	135	41 50
SEPTIEMBRE DE 1996							
1	Presentación de video La cosecha dolorosa	Coop Los Achiotales	10/09/96	11		11	1 50
2	Charla Identificación de necesidades	Coop El Espino	3/09/96	7		7	2 00
3	Evaluación de actividades de cultivos	Coop Los Planes	4/09/96	13		13	3 50
4	Discusión carta Convenio y resultados de prod	Coop S Adelaida	4/10/96	8		8	3 00
5	Gira y Reunión en La Palma	Alcaldia La Palma	11/09/96	16	1	17	2 00
6	Identificación de problemas en cooperativa	Coop San Mauncio	17/09/96	22	19	41	3 00
7	Taller de producción de plátano FHIA 21	FHIA Honduras	9 11/09/96	1		1	24 00
8	Congreso de Café Sostenible Smithsonian B Center	Washington USA	16-18/09/96	3		3	30 00
TOTALES				81	20	101	69 00
OCTUBRE DE 1996							
1	Presentación de video La cosecha dolorosa	Coop San J de Luna	2/10/96	12	1	13	1 50
2	Presentación de video La cosecha dolorosa	Lempa-Acahuapa	3/10/96	11	2	13	2 00
3	Charla Efectos de la contaminación con pesticidas	Coop Sta Clara	16/10/96	11	2	13	1 50
4	Gira de campo a zona de Oriente	Coops Coraima y San Hilario	17/10/96	6		6	10 00
5	Gira y Reunión en La Palma	Alcaldia La Palma	11/09/96	16	1	17	2 00
6	Identificación de problemas en cooperativa	Coop San Mauncio	17/09/96	22	19	41	3 00
7	Charla y Gira Agncultura orgánica	C Ret Planes de Rend	29/10/96	18	3	21	8 00
8	Charla sobre Reglamento interno de coop	Coop El Espino	22/10/96	15	4	19	2 00
9	Charla Huertos ecológicos y elab de agroniveles"	Los Ruytos	17/10/96	12	2	14	4 00
10	Charla informativa sobre BIOFAIR 96	CLUSA	31/10/96	4		4	1 50
11	Charla Reglamento Interno	Coop El Espino	24/10/96	16	4	20	2 00
11	Aspectos del reglamento Interno	Coop El Espino	17/10/96	12	1	13	2 00
12	Charla Principios administrativos	Coop San Rafael	17/10/96	12	2	14	2 00
13	Charla Funciones del depto de producción	Coop San Rafael	*****	14	2	16	2 00
14	Curso manejo defensivo y seguridad vial"	CLUSA	21/10/96	24	3	27	8 00
15	l taller Latinoamericano de Bio-Plaguicidas	Esc Agnc Panam	28/10/96 al	1		1	40 00
TOTAL				206	46	252	91 50
NOVIEMBRE DE 1996							
1	Capacitación sobre Reglamento Interno	Coop San Mauncio	5/11/96	15	13	28	2 00
2	Promoción de Hierbas y Especies	CLUSA	21/11/96	8	2	10	1 00
3	Charla Proyecto de reglamento interno	Coop Cara Sucia	26/11/96	80		80	3 00
4	Charla Proyecto de reglamento interno	Coop Cara Sucia	25/11/96	80		80	10 00
5	Foro y Fena de Productos Orgánicos BIO-FAIR 96	Costa Rica	6-8/11/96	8		8	36 00
6	Giras de campo y presentac a miembros NCBA	El Olg Coral S Rafael S Adel.	15 18/11/96	7	3	10	36 00
TOTAL				198	18	216	88 00
DICIEMBRE DE 1996							
1	Charla Reglamento Interno Gpo 1	Coop Cara Sucia	2/12/96	80		80	3 00
2	Charla Reglamento Interno Gpo 2	Coop Cara Sucia	3/12/96		90	90	3 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas
				H	M		
3	Charla Reglamento Interno Gpo 3	Coop Cara Sucia	9/12/96	80		80	3 00
4	Gira de campo a zona de Chalatenango	Los Planes	16/12/96	4		4	10 00
5	Gira de observación café orgánico	Coop Santa Adelaida	21/12/96	6		6	4 00
6	Charla expositiva El Proyecto CLUSA*	CLUSA	21/12/96	1		1	1 00
7	Clases de inglés fase I	CLUSA	5-27/12/96	11	2	13	12 00
8	Clases de Inglés fase V	CLUSA	5-27/12/96	6	1	7	12 00
TOTALES				188	93	281	48 00
TOTALES ACUMULADOS DEL AÑO 1996				1,780	414	2,192	881.20

ENERO DE 1997

1	Gira de observación café orgánico	Coop Santa Adelaida	12/01/97	9		9	4 00
2	Presentación CLUSA El Salvador	CLUSA	10/01/97	1	1	2	1 50
3	Exposición sobre Seguros FUTUROS	CLUSA	10/01/97	12	2	14	1 00
4	Gira de observación zona Occidente	c Sucia Guayapa E. Salazar	16/01/97	8	1	9	10 00
5	Jornada Sobre Sistemas Organizativos	Coop El Tunel	13/01/97	16	1	17	3 00
6	Reunión informativa c miembros SOCAMA	CLUSA	17/01/97	13		13	4 00
7	Gira de observación c/ miembros de SOCAMA	S Rafael, Guayapa C Sucia	18/01/97	8		8	6 00
8	Gira de observación café orgánico	Coop Sta Adelaida	23/01/97	3	1	4	4 00
	Clases de ingles Fase I	CLUSA	2 31/01/97	10	2	12	16 00
	Clases de Inglés fase V	CLUSA	2-31/01/97	5	1	6	16 00
TOTALES				85	9	94	85 50

FEBRERO DE 1997

1	Gira de campo cultivos org c/rep de NESTLE	S Adelaida/UCRAPROBEX	4-5/02/97	2	1	3	14 00
2	Presentación de actividades de CLUSA/El Salvador	CLUSA	4/02/97	1		1	1 50
3	Jornada Aspectos Organizativos y de producción	Coop El Tunel	*****	15	1	16	3 50
4	Gira de campo cultivos orgánicos c/ Sr Harding	Los Planes	*****	3		3	9 00
5	Conferencias técnicas sobre Agricultura Orgánica	Hotel El Salvador	13/02/97	112	16	128	9 00
6	1a Reunión miembros Ocia de Centro América	Hotel El Salvador	13-14/02/97	60	3	63	16 00
7	Jornada "Ventaja del uso de comput en coops	CLUSA	19/02/97	5		5	2 50
8	Clases de ingles Fase I	CLUSA	6-28/01/97	10	2	12	12 00
9	Clases de Inglés fase V	CLUSA	6-28/01/97	5	1	6	12 00
TOTAL				213	24	237	79 50

MARZO DE 1997

1	Seminario de transf Tecnológica p/SOCAMA y CLUSA/Nic	CLUSA	10-11 15/03/97	7		7	20 00
2	Giras de Campo miembros SOCAMA, y CLUSA	Normandia La Carrera	12 14/03/97	7		7	16 00
3	Fertilización y Elaboración de Abono Orgánico	Coop La Esperanza	*****	5		5	4 00
4	Aboneras Orgánicas y Manejo de cafetales	Coop La Violeta	18/03/97	13	9	22	9 00
5	AGMM OCIA 1997 (CLUSA PROEXSAL UCRAP)	Iowa USA	10-15/03/97	2		2	40 00
6	Expenenc Agr Orgánica en E. S Hondu Expo	S P Sula Honduras	13/03/97	96	24	120	1 00
7	Registros para pequeños productores	El Tunel	19/03/97	11		11	3 00
8	Manejo de cafetales y Aboneras Orgánicas	Coop El Milagro	20/03/97	9		9	4 00
9	Gira de Campo Oriente y Zona S Vicente	S Hilano Trapiche	25/ 3/97	7	1	8	8 00
10	Fertilización Foliar en cafetales Orgánicos	Coop Las Lajas	24/03/97	6		6	4 00
11	Clases de ingles Fase I	CLUSA	6-28/03/97	10	2	12	16 00
12	Clases de Inglés fase V	CLUSA	6-28/03/97	4	1	5	16 00
TOTALES				177	37	214	141 00

ABRIL DE 1997

1	charla Necesidades Nutricionales del cafe y ablas de aboneras orgánicas	Coop La Esperanza	*****	4		4	3 50
2	Gira de Campo Café Orgánico miemb PROARCA	L Lajas S.Adelaida UCRAPR	*****	3	1	4	8 00
3	Expenencias Cooperativas B Ankerstjerne	Coop Cara Sucia	*****	43		43	2 00
4	Comport de la mujer cooperativista K, Ankertstjerne	Coop Cara Sucia	*****		18	18	1 50
5	Intercambio de exper coops/proyecciones Sres Ankerstjerne	Coop Cara Sucia	*****	11		11	3 00
6	Charla sobre Semilleros y viveros	Coop Las Lajas	*****	8		8	2 00
7	Eval Cultivos A Orgánico y Convenc Sandia	Coop S J de Luna	*****	6		6	3 00
8	Jorn Agncultura Orgánica Certificada	ISTA San Miguel	15/04/97	29	1	30	6 00
9	Charla Ácidos Humicos Leonarditas J Benitez	CLUSA	15/04/97	14	2	16	1 50
10	Módulo 1 Organiz. de Cuerpos Directivos	Los Planes	22/04/97	11		11	2 50
11	Módulo 2 Asamblea Gral y Principios Cooperativos	Los Planes	30/04/97	8		8	2 50
12	Charla Preparación de Biocidas Orgánicos	El Tunel	30/04/97	8		8	3 50
13	Evaluación cultivo de melón comda 96/97	Coop Guayapa	30/04/97	24	2	26	3 00
14	Charla sobre El Crédito	El Tunel	25/04/97	10		10	2 00
15	Gira de campo a Oriente Cuerpo de Paz/Nicaragua	Perquin San Fernando	15/04/97		3	3	6 00

**CLUSA/ EL SALVADOR
UNIDAD DE CAPACITACION
EVENTOS DE CAPACITACION REPORTADOS DURANTE LA VIDA DEL PROYECTO**

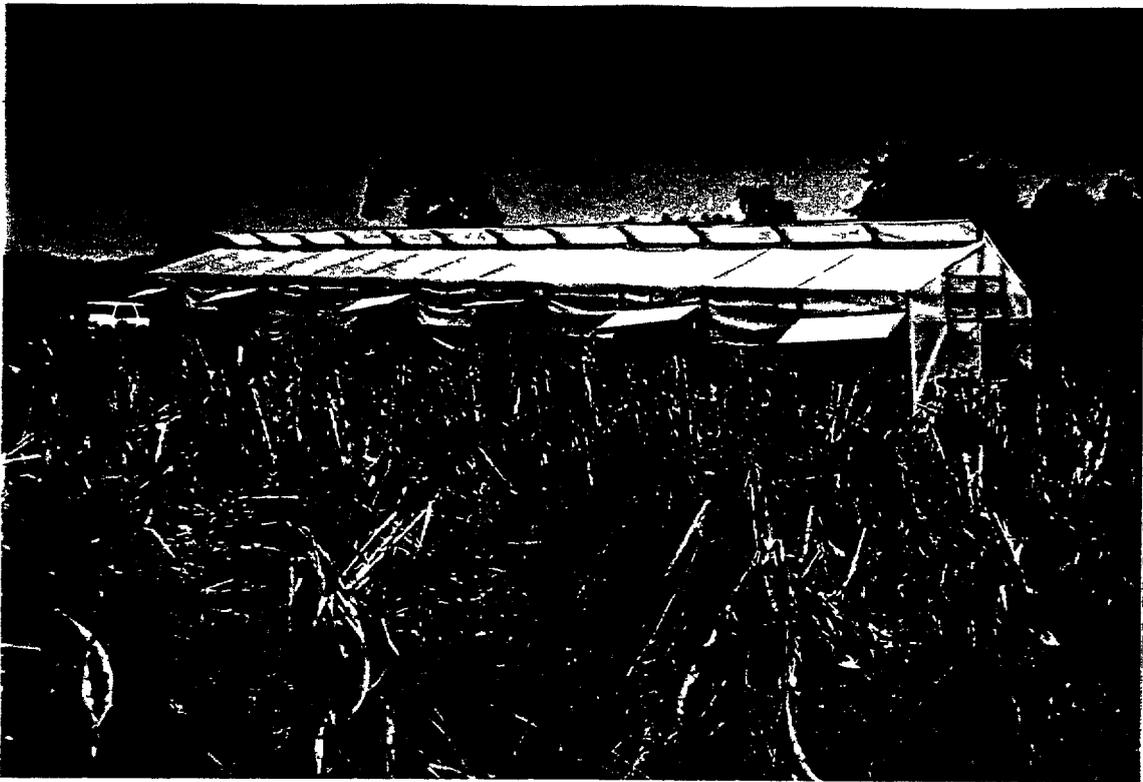
No	EVENTO	LUGAR	FECHA	PARTICIPANTES		Total	Horas		
				H	M				
16	Gira de campo Chalate	Cuerpo de Paz/Nicaragua	Los Planes	16/04/97		3	3	6 00	
17	Pres diferentes instituci y gira c/Alvaro Fiallos UNAG	CLUSA, UCRAPROBEX, MAG	Los Planes	4 5/04/97	1		1	14 00	
18	Gira de campo Chalate 1	Cuerpo de Paz/Nicaragua	El Tunel	17/04/97		3	3	3 00	
19	Presentación del CLUSA	Cuerpo de Paz/Nicaragua	CLUSA	17/04/97		3	3	2 00	
20	Clases de ingles Fase II		CLUSA	3-25/04/97	6	2	9	16 00	
21	Clases de Inglés fase VI		CLUSA	3-25/04/97	3	1	4	16 00	
TOTALES						189	39	229	107 00
MAYO DE 1997									
1	Presentación de plan de mercadeo de melón, PROXSAL		Coop Nva Esperanza	13/05/97	6		6	2 50	
2	Capacitación sobre cultivo de Flores		Los Planes	21/05/97	7		7	3 50	
3	Conservación de suelos en cafetales orgánicos		El Tunel	14/05/97	9		9	4 00	
4	El Manual de funciones del comité de producción"		Coop El Espino	*****	6		6	1 50	
5	Gira de campo a Café Orgánico con miembros de REDES		Coop Las Lajas	15/05/97	12	4	16	5 50	
6	Charla Organización y Costos de Producción		Coop El Tunel	28/05/97	8		8	2 00	
7	Charla Interpretación de análisis de suelos		Coop El Tunel	16/05/97	11		11	2 25	
8	Responsabilidades "Mantenimiento y recolección de café 97-98		Coop El Espino	29/05/97	5		5	2 00	
1	Clases de ingles Fase II		CLUSA	2 30/05/97	7	2	9	18 00	
2	Clases de Inglés fase VI		CLUSA	2 30/05/97	3		3	18 00	
TOTALES						74	6	80	59 25
JUNIO DE 1997									
1	Gira de observación campo Café Orgánico miembros C/El Espino		Coop Las Lajas	*****	14		14	5 00	
2	Aspectos Gerenciales en empresas Cooperativas		Coop Las Lajas	*****	1		1	3 00	
3	Organización Cooperativa		El Tunel	*****	26	1	27	4 00	
4	Beneficiado del café orgánico		Coop El Espino	*****	10	1	11	3 00	
5	Planificación Estratégica		Coo S J de Luna	*****	13		13	6 00	
1	Curso "Internet Total"		Hotel Camino Real	14/06/97	1		1	4 00	
2	Curso Agncultura Orgánica		Alajuela Costa Rica	23-27/06/97	3		3	50 00	
TOTALES						68	2	70	75 00
JULIO DE 1997									
1	Charla El manejo de la broca en café		Coop San Mauricio	14/07/97	11	16	27	3 00	
2	Charla "Produc de Algodón Orgánico p/Horacio Villavicencio		CLUSA	18/07/97	18	2	20	1 00	
1	Curso Agncultura Orgánica E. El Zamorano		Honduras	28-30/07/97	1		1	24 00	
TOTALES						30	18	48	28 00
AGOSTO DE 1997									
1	Análisis de experiencias en producción, econom-financiero 95-97		Coop Santa Adelaida	27/08/97	7	1	8	3 00	
2	Estrategias para la Unidad de producción		Coop Santa Adelaida	25/08/97	5		5	5 00	
3	Estrategias para la Unidad de Administración		Coop Santa Adelaida	26/08/97	4		4	4 00	
4	Seguimiento a plan estratégico		Coop Santa Adelaida	12/08/97	8	1	9	4 00	
1	Charla Sensibilización sobre el concepto Género"		CLUSA	8/08/97	22	4	26	3 00	
TOTALES						46	6	52	19 00
TOTALES HASTA AGOSTO DE 1997						882	141	1,024	574 25
TOTAL GENERAL ACUMULADO HASTA AGOSTO DE 1997						13,010	1,947	14,807	5,253 45

69

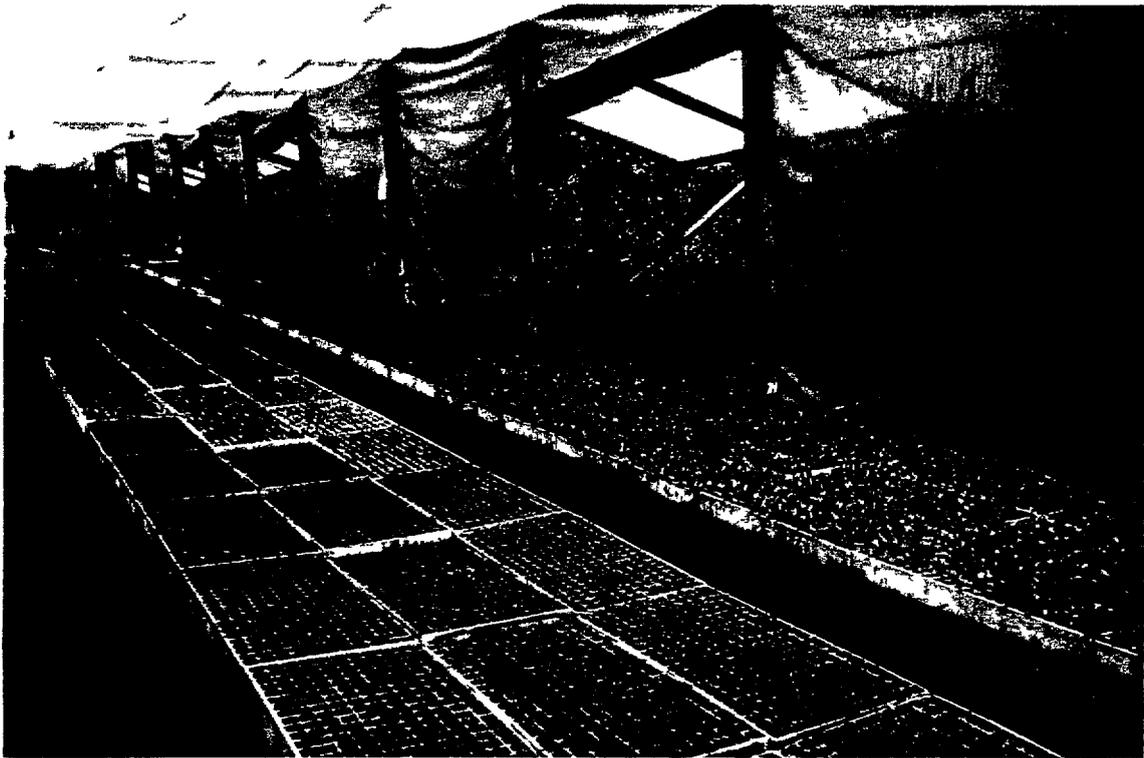
Annex 5

Analysis of Agro-Chemicals Not Used

Annex 6
Photographs



Greenhouse of the Las Pilas Cooperative



Nursery Stock at the Las Pilas Cooperative



Green Borders as a Soil Conservation Method

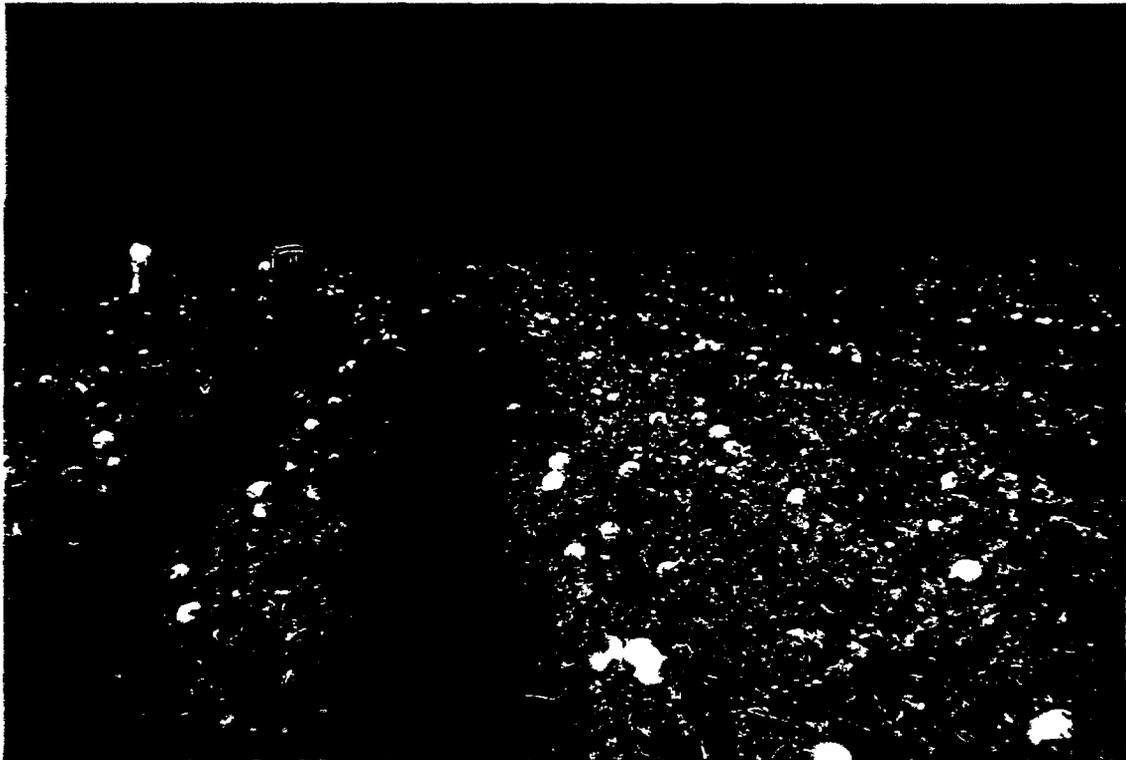


Strawberries at the Las Pilas Cooperative

63



Organic Lettuce Plantings



Honeydew Melons at the Cara Sucia Cooperative



Organic Coffee at the San Rafael Los Naranjos Cooperative



Kitchen and Dining Room of the San Rafael Los Naranjos Cooperative