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CECI - AID

CANADIAN CENTER FOR INTERNATIONAL STUDIES
AND
COOPERATION

AGENCY FOR INTERNATIONAL DEVELOPMENT

FIRST PHASE OF THE FINAL REPORT
OCTOBER 1995 TO DECEMBER 1998

COMMUNITIES IN TRANSITION PROJECT
USAID/GUATEMALA #520-0413-A-00-513-00

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INTRODUCTION

The project of communities in transition finished its first phase of work (Oct 1995/Dec 1998)

The present report is a summary of the finished objectives

In January 1999 (25 to 30 January 1999) a team of four experts in their professional fields contracted by AID Ana Silvia Monzon a Guatemalan expert in gender Carlos Rodriguez Chang a Guatemalan with experience in economical analysis and agriculture practices Sergio Cambronero a Costa Rican specialist in organizational development and the resolution of conflicts and Kris Merschrod from the United States team coordinator from ARD and a specialist in evaluation of the project These persons made a complete evaluation of the first phase of the project communities in transition and used this evaluation to present the attainments of the project CECI/AID in the introduction of this report

CECI/AID Attainments

Rehabilitation of ASOBAGRI

Successful commercialization of coffee in its various qualities

Establishment of the Path of Quality

Organic coffee and cardamom Certification

Credit system by means of four trust funds with BANRURAL

Forming of Farmers and Women's groups

Including women in various positions as subjects for credit (production micro enterprise and community)

Positive modification of the rules in the local market

Inter institution coordination

Graduation of credit subjects into the Formal System

The meeting of women in Barillas in 1997

Women were incorporated into the production training component

Counterpart of FFD and ICCPG

Rehabilitation of ASOBAGRI

The CECI/AID Project is strengthening ASOBAGRI through

Approval of the lines of credit for the financing of the pre harvest and commercialization of coffee and financing for the infrastructure and acquisition of machinery and productive equipment which will improve the quality of coffee and cardamom

Provide technical and administrative personnel for the marketing of coffee and cardamom

Technical assistance in the process of market investigation and establishment

Technical assistance in the productive process and certification of organic coffee and cardamom

Successful Commercialization of Organic Coffee Traditional and Fermented

Direct contact of ASOBAGRI with enterprises that process and export coffee

Direct exportation of organic coffee

Direct sale of traditional and fermented coffee

Establishment of Path of Quality in the Complete Production Process of Coffee

At producer level Organic management of the coffee plantations (soil conservation organic fertilization productive weeding and shade management harvesting and post harvest management drying/processing) organic certification

At organized group level Support with infrastructure to improve the harvesting process coffee processing

and storing in order to improve its quality

At ASOBAGRI level Training for warehouse personnel in the selection of the product constant revisions separation of lots for quality supported by the process of sampling/tasting create identification control records based on the place of origin altitude quality of coffee organization and producer

Organic certification of Coffee and Cardamom

One hundred and three (103) coffee producers associated to ASOBAGRI received their certification from OCIA which means direct export of the production of organic coffee from these producers

More coffee producers are interested in adopting the practices for the production of organic coffee thus proceeding to the collection of basic information of these producers for the inspection of organic certification Direct contacts with organic coffee buyers and signing of contracts for sale with the Royal Coffee company at a price of US\$170 00 per quintal (100 lbs)

Eighty (80) cardamom producers with a certification from OTCO (a certification enterprise with headquarters in Oregon United States) with an area of 260 hectares The plantations belonging to these producers are mostly natural that is to say without use of agrochemicals but with little application of organic technology in the planting However these producers have accepted the training in order to have the opportunity of a better commercialization (translated into better prices) and to improve aspects such as fertilization soil management shade trees and quality control (in the process)

FORESTRADE established a commercial relationship with ASOBAGRI for the purchase of 500 qq of organic cardamom

Establishing Viable Credit Mechanisms

Constitution of the Trust for Communities in Transition CECI/AID FICOTRANS with 4 lines of action to finance Commercialization of agricultural products productive infrastructure and the acquisition of machinery and equipment for the production process micro enterprise and productive activities for Women and Gender

We wish to thank all the institutions that cooperated in one way or another with this project to optimize its impact at the level of target populations and particularly AID for placing its trust in the team and in the Canadian Center for International Studies and Cooperation

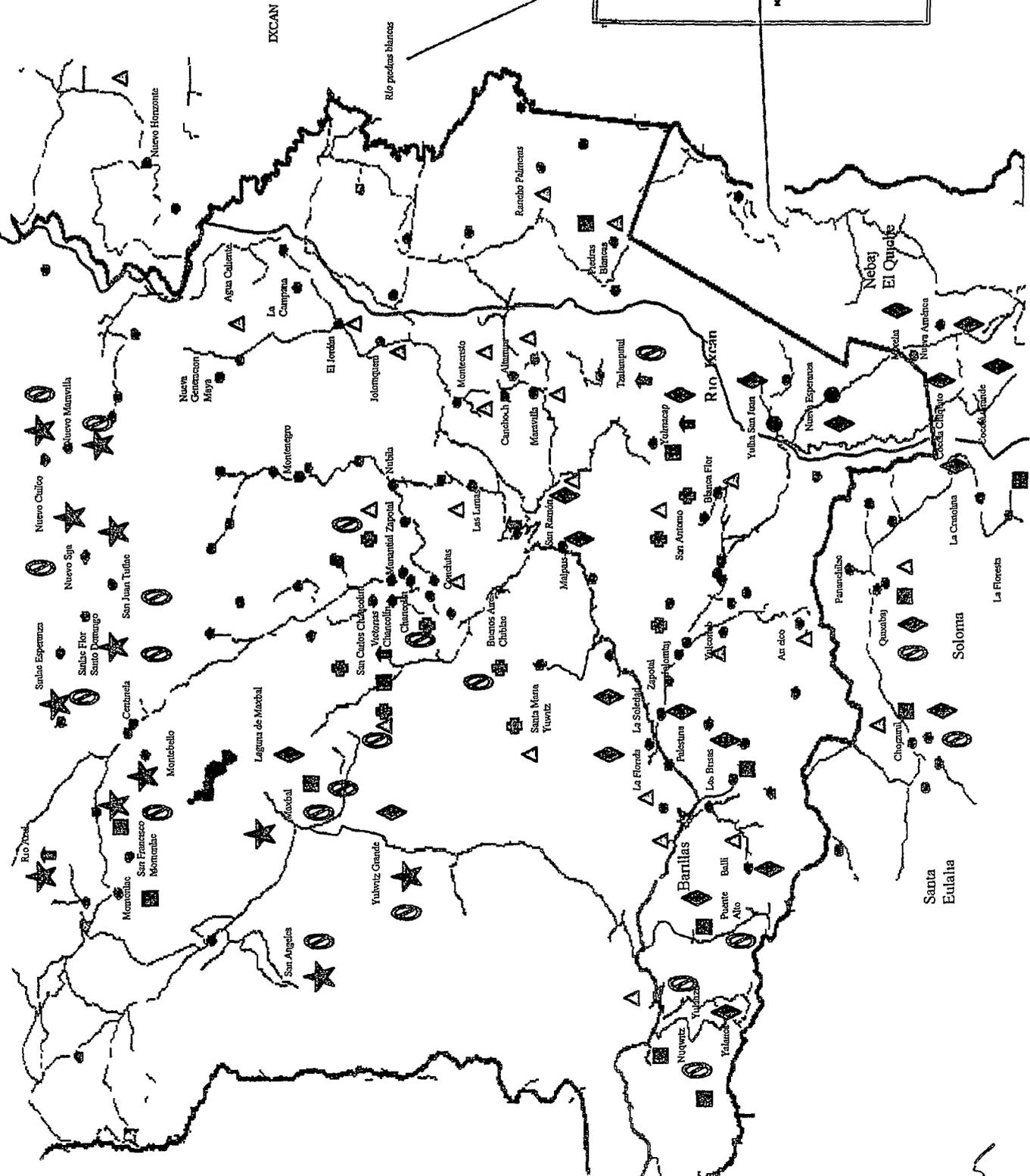


COMUNIDADES EN TRANSICIÓN

- ★ Manejo de recursos Naturales
- ▲ Microempresa
- ◆ Café orgánico
- Grupo Fememno
- ☼ Caficultura
- ⬆ Cardamomo Orgánico
- Maíz y Hortalizas



COBERTURA PCFT CECI EN BARRILAS, HUEHUENANGO



List of communities of returned repatriated and displaced persons

Barillas Huehuetenango

Returned ¹

New Maya Union	431	Persons
New Maya Generation	2 100	Persons
Montebello Momonlac	40	Persons

Repatriated ²

Sacchen	239	persons	La Providencia	1	person
Momonlac	515	persons	*Yulmacap	27	persons
San Francisco Momonlac	60	persons	*Tzalampinul	48	persons
Nuevo Progreso Xoxlac	28	persons	*Piedra Blanca	88	persons
Xoxlac	1 181	persons	Cuchumatan	18	persons
Sta Elena	57	persons	*Jolomquen	11	persons
* Centinela	188	persons	Nubila	92	persons
* Siglo XIX	40	persons	*San Ramon	5	persons
Siglo XX	31	persons	*Chiblac	5	persons
* San Juan Tutlac	50	persons	*Yulwitz	16	persons
* Santo Domingo	210	persons	San Juan Las Palmas	58	persons
* Nueva Maravilla	31	persons	*Yulwitz Grande	1	person
Nueva Reforma	10	persons	*Ojo de Agua Chancoli	9	persons
* Nuevo Cuilco	90	persons	Chancolin	56	persons
Fronteriza 10 de Mayo	22	persons	*Victoria Chancolin	14	persons
* Lomo Linda Frontera	65	persons	*San Carlos Chancolin	14	persons
* Nueva Esperanza Nueva Vista	103	persons	Aguas Calientes	32	persons
* Sinlac Flor Santo Domingo	125	persons	*Sinlac Esperanza	14	persons
* Nueva Sija Santo Domingo	83	persons	El Quetzal	71	persons
* Puente Alto	17	persons	Canana	52	persons
* Nuca	131	persons	*Barillas	147	persons
Chia	22	persons	*La Palestina	2	persons
* *Jolomtaj	11	persons	Buena Vista	11	persons
* San Antonio	5	persons	Las Maravillas	5	persons
* Nuevo San Mateo	3	persons			

Displaced ³

Nueva San Idelfonso	33	persons
* San Jose Maxbal	400	persons

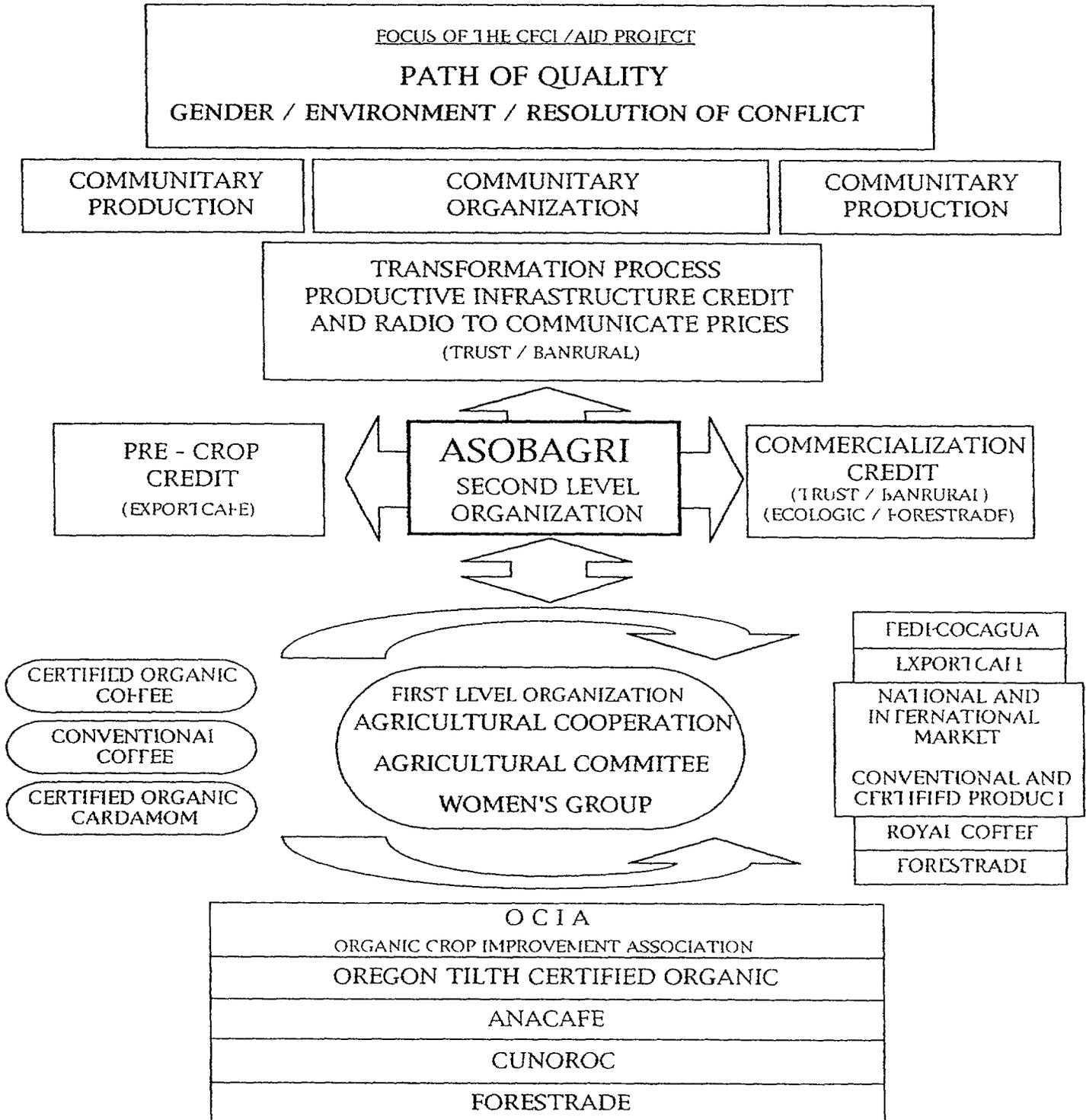
* Communities where the project COMMUNITIES IN TRANSITION CECI/AID is present

1 Population returned from Mexico in an organized manner accompanied by ACNUR

2 Population returned from Mexico in an unorganized manner without the company of ACNUR

3 This list is not exhaustive

SYSTEMATIC DIAGRAM OF COMMUNITIES IN TRANSITION PROJECT
CECI / AID



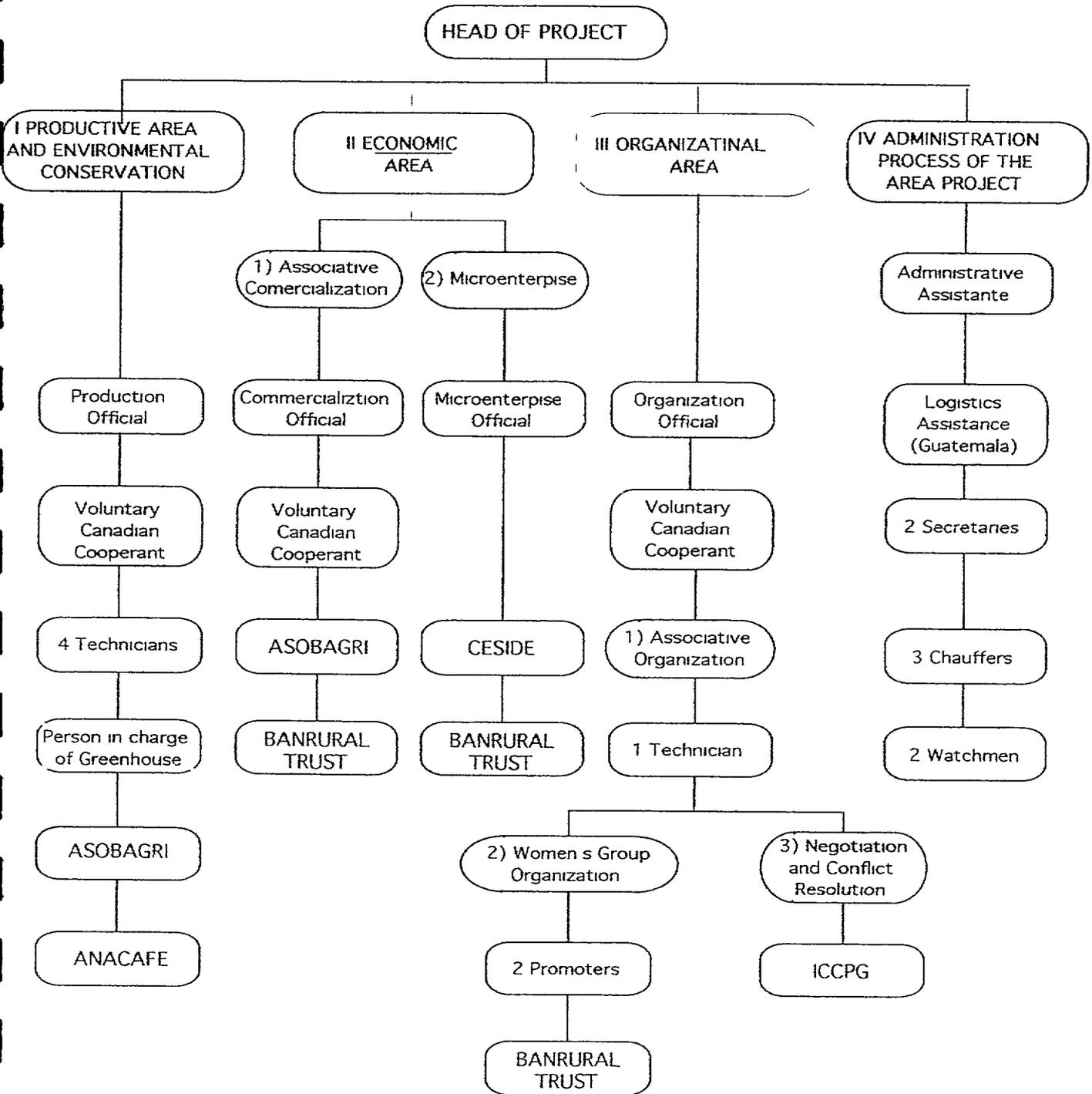
STRUCTURE OF ACTIVITIES FRACTIONING

I PRODUCTIVE ACTIVITIES AREA	II ORGANIZATIONAL AREA	III PROJECT PROCESS AREA	IV TRUST AREA
Product storage	2 1 Farmer's organization	3 1 Project administration	4 1 "Ficotrans" Trusteeship
1 1 4 Construction and equipping storage centers, creating purchasing funds	2 1 2 Organization of micro-regional commercialization committee	3 1 1 Technical assistance for the project processing	4 1 1 Supervision on the part of trusteeship
1 1 1 Processing and associative commercialization	2 1 3 Institutional and enterprise strengthening of Asobagri	3 1 2 Moving Canadian personnel	
1 1 2 1 Processing in hull products (Path of Quality)	2 1 4 Donating resources for Asobagri's operation	3 1 3 Operation of the project administration unit	
1 1 2 2 Negotiation of purchase/sales contracts to national and international markets	2 1 5 Support to participation of women in the development organizations of the assisted communities	3 1 4 Data Bank input	
1 1 3 Agricultural stabilization and diversification	2 1 6 Tours, exchange experiences, and demonstration days among farmers	3 1 5 Training to local project personnel	
1 1 3 1 Sample lots of basic products	2 2 Resolution of conflicts	3 2 Feasibility studies	
1 1 3 2 Agncultural diversification	2 2 1 Habilitation of target for negotiation & mediation	3 2 1 Implementation of a "dry" mill evaluation	
1 1 3 3 Management of natural resources and territorial order in the North Zone	2 3 Internstitutional coordination	3 2 2 Evaluation of the commercialization of non-traditional products	
1 1 3 4 Support to microenterprise	2 3 1 Coordination and cooperation with ANACAFE		
1 1 3 4 1 credit to microenterprises of complementary services	2 3 2 Coordination & cooperation with ALA 91/21		
1 1 3 4 2 Improvement of women's donation in generating family income	2 3 3 Coordination and cooperation with the Municipality of Barillas		
1 1 3 4 2 development of credit groups and generation of savings	2 3 4 Coordination and cooperation with ACNUR/CECI		
1 1 3 4 2 savings	2 3 5 Cration of rural development coordinator		
1 1 3 4 2 Function of activities in productive area	2 3 6 Coordination and cooperation with FIDA		
1 1 5 1 Execution, follow-up and evaluation of activities in the productive area	Cuchumatanes		
1 1 5 1 evaluation of activities in the productive area	2 3 7 Coordination and cooperation with CECI/DECOPAZ		
1 1 5 1 evaluation of activities in the productive area	2 4 Function of activities in organizational area		
1 1 5 1 evaluation of activities in the productive area	2 4 1 Execution, follow-up and evaluation of activities in the area		

STRUCTURE OF ACTIVITIES IN FUNCTION OF FINAL INDICATORS

I PRODUCTIVE AREA AND ENVIRONMENTAL CONSERVATION	II ECONOMIC AREA	III ORGANIZATIONAL AREA
	1) Associative Commercialization	1) Associative Organization
<p style="text-align: center;"><u>Indicator</u></p> <p>* Area under sustainable agricultural practices</p>	<p style="text-align: center;"><u>Indicator</u></p> <p>* % of family income increase due to associative commercialization</p>	<p style="text-align: center;"><u>Indicator</u></p> <p>* Number of organized and recognized groups</p>
	2) Micro-enterprise	2) Conflicts Negotiation and Resolution
	<p style="text-align: center;"><u>Indicator</u></p> <p>* Number of enterprises non-agricultural - income producing</p>	<p style="text-align: center;"><u>Indicator</u></p> <p>* Number of mediators acting to resolve conflicts without violence</p>
		3) Women's Groups Organization
		<p style="text-align: center;"><u>Indicator</u></p> <p>* Number of organized and recognized feminine groups</p>

FINAL ORGANIZATIONAL CHART
FIRST PHASE OF THE "COMMUNITIES IN TRANSITION" PROJECT



CREDITS REPORT

PROJECT AREA	TOTAL LOANS	MESTIZOS			NATIVES			Total Loans	Paid	Active	Number Commu	TOTAL RECOVERED	
		Women	Men	Total	Women	Men	Total						
I Productive Area and Environmental Conservation													
II Economic Area													
1 Associative Commercialization													
<u>ASOBAGRI</u>													
A) Pre-crop Credit													
Export-Cafe Fund	1998/1999	Q 300,000 00	1	57	58	2	21	23	81	16	65		Q 94,383 65
Walti Fund	1997/1998	Q 600,000 00	3	59	62	4	85	89	151	101	50	43	434,599 22
Walti Fund	1996/1997	Q 400,000 00	3	38	41	4	85	89	130	96	34		313,546 46
B) Commercialization Fund													
(Banrural/Trust)	Q 1 800 000 00												
(Ecology/Forestrade)	Q 100,000 00												
C) Infrastructure Fund													
(Banrural/Trust)	Q 500 000 00												
Motorized Pulp Removers		Q 153,200 00		9	9		16	16	25	3	22	18	53,731 61
Cardamom Driers		Q 156,867 48				4	35	39	5		5	3	
2) Micro-enterprise		Q 618,250 00	16	5	21	28	25	53	69	9	51	51	176,371 76
(Banrural/Trust)	750,000 00												
III Organizational Area													
1 Associative Organization													
D) Commercialization Credit													
(ASOBAGRI Fund)													
Committee Morelia Community		Q 60,000 00		29	29				1		1	1	21,300 00
Committee Floresta 1 Community		Q 20,000 00					10	10	1		1	1	33,894 18
Committee Floresta 2 Community		Q 20,000 00					16	16	1		1	1	
Committee Yulmacap Community		Q 35 000 00				4	14	18	2		2	1	24,752 92
Committee Tzalampinul Community		Q 20,000 00					10	10	1		1	1	4,484 51
Quixabaj Cooperative		Q 50,000 00				9	39	48	1		1	1	31,573 96
2 Negotiation & Resolution of conflict													
3 Women s Groups Organization													
E) Loans to Women s Groups													
(Banrural/Trusteeship)	Q 250 000 00												
Pulp Remover		Q 84,750 00	10		10	216		216	8	1	7	8	26,086 50
Store		Q 9,000 00							2		2	2	2,193 17
TOTAL		Q2,527,067 48	33	197	230	271	356	627	478	226	243	131	Q 1 186,917 94

OUTLINE OF FINANCIAL RESOURCES OCTOBER 1995/DECEMBER 1998

Concept	Total Budget	Accrued Expenses Oct 95/Dec 98 Period	Available Balance
1 Productive Activities Area	Q 442,299 00	Q 441,825 19	Q 473 81
Organizational Area	469,547 00	441,408 56	28,138 44
3 Project Processing Area	913,024 00	881,027 57	31,996 43
Trusteeship Fund Area	800,494 00	800,429 90	1 1
TOTAL	Q 2,625,364 00	Q 2,564,754 22	Q 60,609 78

BALANCE FOR THE PERIOD OF OCTOBER 95/DECEMBER 98
OF THE PRINCIPAL PARTICIPATING HEADINGS AND FINANCIAL SOURCES

PRINCIPAL HEADINGS	CECI AID OC 95/DC 98	CECI ACDI (PCV) OCT 95/DIC 98	CECI ACNUR OCT 95/DIC 98	CECI ACDI (FDD) OCT 95/DIC 98
1 PRODUCTIVE ACTIVITIES AREA				
1 1 PRODUCT STORAGE			544,809 00	
1 2 PROCESS AND ASSOCIATIVE COMMERCIALIZATION				
1 3 STABILIZATION AND AGRICULTURAL DIVERSITY	61,217 38			
1 4 SUPPORT TO THE MICROENTERPRISE	130,369 73	68,810 00	149,552 65	
1 5 FUNCTION OF AREA ACTIVITIES	250,238 07	67,017 00		
2 ORGANIZATIONAL AREA				
2 1 FARMERS ORGANIZATION	215,298 80		62 384 00	
2 2 RESOLUTION OF CONFLICTS			381,410 08	98,477 06
2 3 INTERINSTITUTIONAL COORDINATION	49,666 18			
2 4 FUNCTION OF AREA ACTIVITIES	176,443 57	67 017 00		
3 PROJECT PROCESSING AREA				
3 1 PROJECT ADMINISTRATION	881,027 57			
3 2 FEASIBILITY STUDY				
4 TRUST AREA				
4 1 FICOTRANS TRUSTEESHIP	800 492 90			
TOTAL	2,564,754 20	203,844 00	1,138,155 73	98,477 06
TOTAL COUNTERPART	2,564,754 20		1,440,476 79	
TOTAL CECI / AID + COUNTERPART		4 005,231		
COUNTERPART %		36%		

I PRODUCTIVE AREA AND ENVIRONMENTAL CONSERVATION

EXPECTED RESULT

Area under sustainable agricultural management

Introduction

Coffee and cardamom are the most important economically agricultural crops in the region. Besides these two crops, corn, beans, and some native vegetables are grown for self consumption. The region includes the Municipality of Barillas (which is the economic and agricultural center) and some neighboring zones with commerces, such as part of Ixcán, lower part of the municipalities of Soloma, Santa Eulalia, and Chiantla (Huehuetenango), and some communities of the municipality of Chajul and Nebaj (El Quiché). In total, this wide zone covers 1 760.8 square kilometers (Apesa) and it is characterized for being predominantly forestry minded. The land is quite sloped and with generally little top soil. Until 1998, 47.1% of this area was covered with dense forest, and the rest was distributed between annual and permanent crops, grazing areas for cattle, and low brush without specific use.

ANALYSIS OF EXPECTED RESULT

1 Areas under permanent cultivation

1.1 Coffee plantation. There is no exact information as to when the cultivation of coffee was introduced in Barillas, nor who initially started the cultivation, but as a matter of reference, we can mention that it is common to find plantations up to 40 years of age where the Tipica variety (known as Arabic coffee among the producers) is predominant, and in a minor proportion, the Bourbon variety can be found.

Because it is an extremely far off zone of the country, the technification process for the cultivation of coffee has been recently introduced, and we can currently identify 4 general forms of managing the crop, such as: natural coffee, natural coffee with some management, organic coffee, and conventional or technified coffee.

- a. Natural coffee. These are plantations where the Tipica or Bourbon variety is planted at a distance of 4 x 4, or 5 x 5 meters to the square, where besides the planting and picking, the producer merely manages 2 to 3 weedings a year using a machete. ANACAFE reports that this is the most common form of management found in 1986, year in which the technical aid was started in the zone. The outcome reported for this case is of 12.5 qq per hectare, that is 55 pounds of coffee per cuerda of 25 by 25 yards (Anacafe report).
- b. Natural coffee with some management. This refers to the coffee trees that from the previous phase have come into some management where a better use of productive weeding and shade managing has been added. Some improved varieties of low growth, such as caturra and catuai, have been added to the others. In this case, the average production has increased to 20 qq per hectare. These two systems of management correspond to 40% of the coffee growing area in the zone (Anacafe census 1998).
- c. Organic coffee. These are plantations of natural coffee where there has been a formal and systematic translation, characterized by the application of a management plan. This plan includes managing and soil conservation (use of structures that are generally individual or continuous terraces), productive weeding and shade management, and incorporation of organic fertilizers, mainly compost, using coffee pulp as the principal raw material. Organic coffee may or may not be certified. Approximately 8% of the total area under cultivation of coffee in the region may be found under this form of management at the end of 1998 (Anacafe).

The Chajulense Association (with headquarters in Chajul El Quiche) introduces the concept of organic coffee growing in the region specifically in the communities of Morelia Nueva America Palo Grande and Nueva Esperanza in the year 1992. Later Asobagri forms part of the Foundation Group of 14 as an honorary member in 1995 and in 1996 Asobagri the Group of 14 and CECI/AID sign an agreement that promotes and supports the development of organic coffee growing among other activities. In June 1997 the first result of the incorporation under this system is obtained a total of 54.28 hectares (Source Report of activities carried out from May 1996 to June 1997 G 14). Due to diverse reasons G 14 ends the agreement to support Asobagri in October 1997 and the Agronomist Angel Mendoza is hired to give follow up to this process. By the month of June 1998 Mendoza reports 102 organic coffee producers as members handling a total of 115.2 hectares and the crop prediction is of approximately 2 000 quintals of coffee with hull (source End of activities report counseling agreement on organic coffee growing Angel Mendoza August 20 1998). The mentioned agreement ended on June 30 1998.

Finally as of that date Asobagri continues with the organic coffee growing program with the direct support of the production component of PCET and for the 98/99 crop there are 208 producing partners in organic coffee who handle a total of 200.7 hectares additionally there is a crop prediction of 2 500 quintals of coffee with hull. The productivity in this case is estimated at some 30 quintals per hectare in three year old plantations under this type of management (source Technical record for certification of organic coffee from Asobagri December 1998). Of these 208 producers 103 belong to the communities of Quixabaj Chojzunil La Crinolina and Cocola. Activities of organic coffee growing family vegetable gardens and experimental lots of corn with bean fertilizer are developed in coordination with the Project of rural development of the Los Cuchumatanes mountain (FIDA Cuchumatanes).

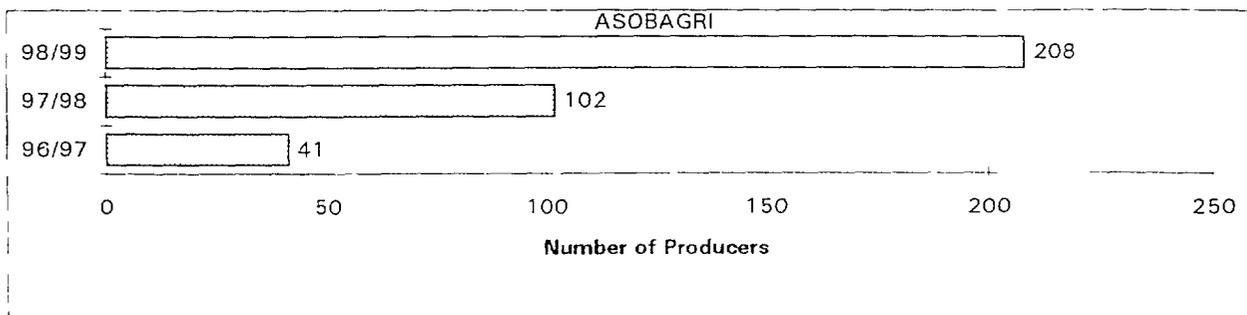
Chart No 1 ASOBAGRI ORGANIC COFFEE GROWING PROGRAM EVOLUTION

Period	Number of Members	Area under management (Ha)	Collected volume (qq w/hull)	Number of communities involved
1996/1997	41	54.28	500	4
1997/1998	102	115.20	1 070	16
1998/1999	208	200.70	+ 2 500	32

SOURCES

- 1 Report of the activities carried out in the agreement framework of technical cooperation CECI/ASOBAGRI/G 14 May 96 to June 97
- 2 Final report of the activities carried out in the counseling agreement framework for organic coffee growing CECI/ASOBAGRI/ANGEL MENDOZA November 1 to June 30 1998
- 3 Record of the certification of organic coffee growing of Asobagri Benjamin Montejo December 1998

INCREASE IN NUMBER OF ORGANIC COFFEE PRODUCER



15

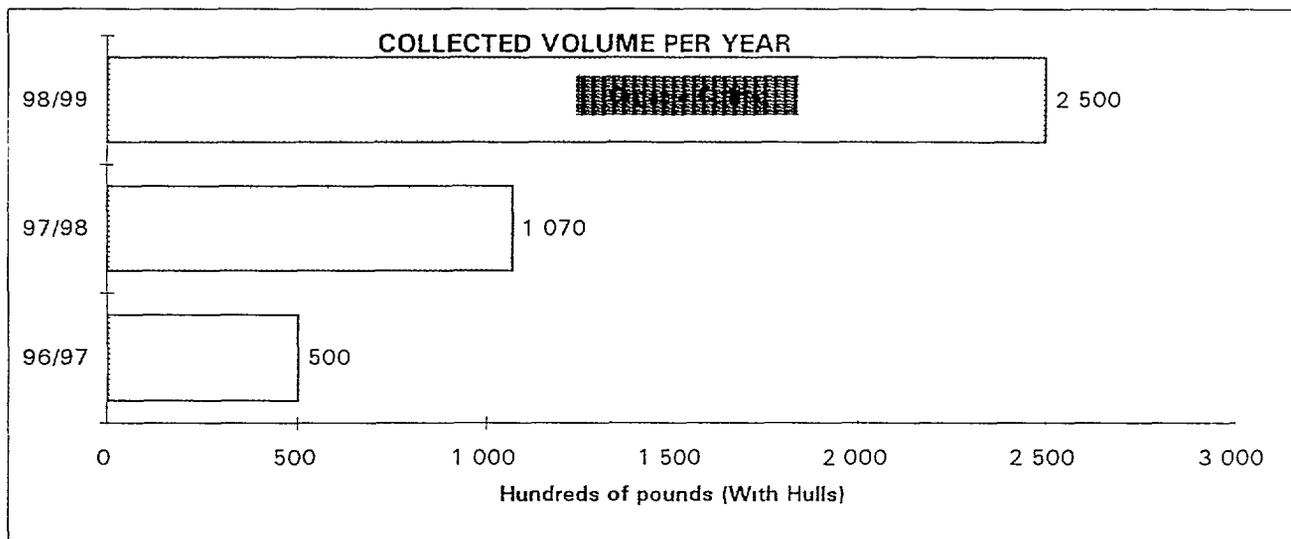
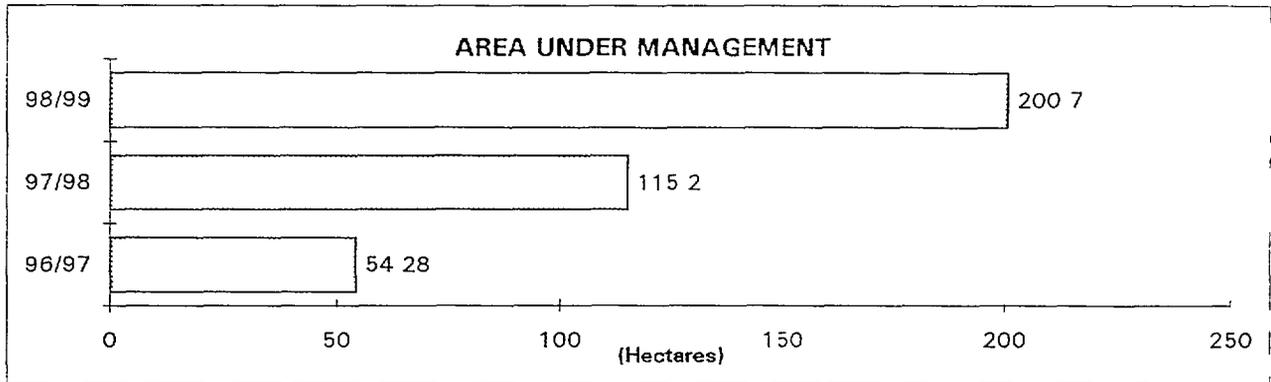


Chart No 2
PRODUCTIVITY BY FORM OF MANAGEMENT ASOBAGRI MEMBERS

Form of management	Productivity (100 lbs)
Natural Coffee	12.5
Natural coffee with weaving and shade management	20
Organic coffee	30

Source: Records from Asobagri Promoters and Production Component 1993

d

Conventional coffee growing

It is the productive process of coffee in which the use of fertilizers and synthetic poison is encouraged with the objective of increasing productivity. The management of productive weaving is also encouraged, shade management, production of greenhouse planting (use of selected seeds and polyethylene bags), pests and diseases management using agrochemical products. Currently, this form of management is specially promoted by Anacafe. The Guatemala Federation of Coffee Cooperatives (FEDECOCAGUA) starts activities in 1986 in Barillas and works to render technical assistance in coffee growing to the cooperatives in Quixabaj and Chojzunil (communities of Santa Eulalia) besides marketing their coffee. A few years later, it removes the technical support and only maintains the marketing activity. Finally, in 1995, it totally retires from Barillas. The producers from the aforementioned cooperatives remember the Fedecocagua support, but indications of technical assistance in the land plots is scarce.

Later in 1986 Anacafe formally begins its activities in Barillas and a technician is hired to begin rendering technical assistance to 300 producers grouped in 10 Friendship and Working Groups (GAT). In that year it was estimated that there were approximately 2 000 producers dedicated to this crop in the region in an extension of 1 550 hectares. Productivity per hectare was 15.5 qq, some 68 pounds per cuerda (ancient land measure) of 25 X 25 yds approximately. In 1989 Anacafe signs an agreement with AID to render technical and credit assistance to the small farmers and the office at Barillas is strengthened with a credit agent and a portfolio to finance productive activities. The area under management was 179 hectares.

In 1996 the PCET signs an agreement with Anacafe with the objective of extending the coverage and aiding a larger number of producers. Another technician is hired (previously a promoter in the PCET and later transferred to Anacafe). In this manner 330 producers more are benefited and the area under management increases to 235 hectares. In 1998 as a product of aid from Anacafe the productivity of the coffee trees belonging to the members assisted improves to 33.75 qq per hectare that is 1.50 qq per cuerda. However there are cases of producers who manage to obtain up to 50 qq per hectare through harder work and by application of most of the practices but these are few. It is important to point out that under the PCET Anacafe agreement there is an important change taking place in the application of the technological aid package and it is that an ecological component is added from there this packet is called sustainable coffee growing and activities are established that besides promoting the improvement of the living conditions of the producers by means of the increase in their productivity it also suggests the rational use of resources diversification of shade trees for coffee plantations recycling of coffee subproducts and generally a coffee growing which does not damage the environment it interacts with it. As an example of the good results obtained we can mention:

In 1986 it was estimated that at least 10% of the producers returned the fresh coffee pulp to the field. During the coffee census developed in Barillas in 1998 1 637 producers indicated that they recycle the pulp in order to return it as organic fertilizer to the plantation an equivalent of 51%.

In 1989 the PCET introduces the concept of green fertilizer in coffee plantations using the herbaceous leguminous (*Canavalia ensiformis*) known as sword bean and this becomes of general use among the members of the 21 GATs.

As a very important practice in the organic coffee growing as a strategy for the handling of pests and diseases the practice of grafted coffee is introduced and Anacafe also implements it with the majority of its groups.

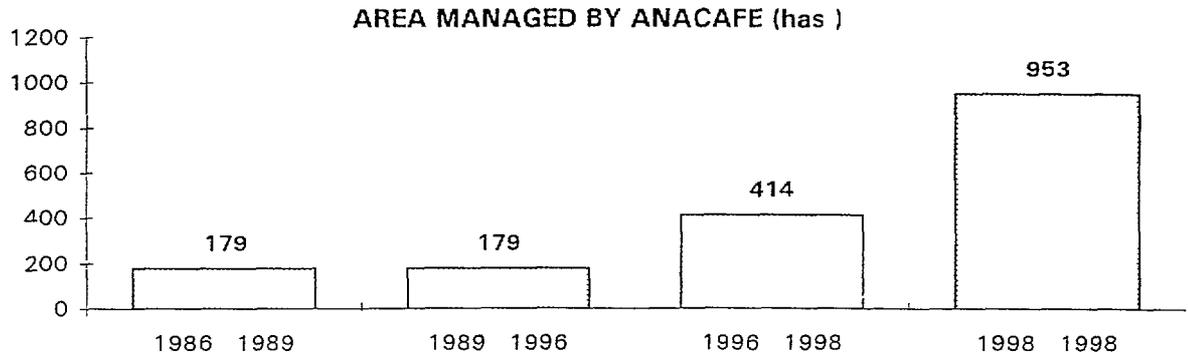
In 1998 the national directives of Anacafe recognize the importance of productivity in the region and as part of the agreement of this Association with Fonapaz other 2 field technicians are appointed for Barillas this currently increases to 1336 the beneficiaries of the technical aid. There is an estimate of 953.6 hectares of coffee under low management.

Chart No 3

INCREASE OF THE AREA UNDER LOW MANAGEMENT BY ANACAFE

YEARS	Area under low management (Has)	No of GATs	No of Benefited Families	No of communities involved
1986	179	10	300	10
1989	179	10	300	10
1996	414	21	630	37
1998	953	44	1336	57

SOURCE Report of activities performed Anacafe Barillas January 1999



TRAJECTORY OF PRODUCTIVITY IN COFFEE TREES MANAGED BY ANACAFE

YEAR	PRODUCTIVITY (qq /hectare)
1986	15.5
1989	21
1996	31
1998	33

SOURCE Report of activities performed Anacafe Barillas January 1999

1.2 Cardamom Cultivation

It is believed that there are some 2 200 Hectares cultivated with cardamom in the region and these receive a very low level of Technification. Generally they are plantations in their natural state and the intervention of the producer beside planting and collecting the beans is limited to 2 or 3 weeding a year including the elimination of dead productive tissue. No synthetic fertilizers nor organic fertilizers are applied except for the fact that all the residues from the weeding and leaves from the shade trees remain on the ground and these recycle some nutrients into the soil. This is an important factor in productivity which as an average remains in some 2.5 qq of cherry cardamom per cuerda of 25 x 25 yards (56.5 qq per hectare). The conversion of cherry to parchment is of 5:1 the hectare produces therefore 11.25 qq of parchment cardamom.

Unlike the coffee cultivation there are not many institutions interested in promoting the Technification of the cardamom cultivation. The project ALA 91.21 financed by the European Cooperation tried during its 10 year s operation in this region to render technical assistance promoting the use of selected seeds bringing this resource to the producing zones of Alta Verapaz specially for its members in the Chancolines zone. Currently we have found some small plantations as a result of this work. Another of the activities promoted was the use of synthetic fertilizers in which case they were not successful. Other producers did not accept the application of said fertilizers.

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The PCET through the agricultural and environmental component also tried to promote the Technication of the plantations but it found resistance from the producers to perform activities such as soil handling shade handling seed planting (the general method is by vegetative seed) and Planting distance modification. The justification for resistance was that the prices were so low that implementation of such practices as the ones proposed was not profitable. In 1998 Asobagri starts negotiations with Forestrade enterprise dedicated to the marketing of different organic agricultural products in several countries and the sale of 500 qq of organic cardamom is transacted. The aforementioned enterprise had requested from the Association 2 000 qq but for diverse reasons only 500 were accepted. This situation enables it to convince 75 producers from 5 communities to start work in their plantations by the motivation of a higher price for its product compared to the local price. Thus it is in December 1998 that these farmers start the Planting of sword beans (*Canavalia ensiformis*) inside the cardamom plantations as a practice for organic fertilization and soil conservation.

We also managed to awaken the interest in improving and handling the shade over the cardamom plants. In this way we start the organic handling in approximately 150 hectares. In October 1998 there were 250 hectares registered for handling but during inspection process for certification some members decided to quit. Finally certification as organic cardamom from Oregon Tilth was obtained for 72 producers. The practices developed for the producers are still few but we believe that if the process of commercialization is kept up in time they will identify the advantages represented by agriculturally improving their plantations. It is worthwhile mentioning that there is no background for organic handling of cardamom we therefore come to the conclusion that we are pioneers in this field in the region.

Practices included in the organic handling plan of Cardamom

- Greenhouses with sexual seed selected in the same communities
- Soil conservation (dead barriers)
- Planting green fertilizer
- Organic fertilizer applied (compost)
- Weaving and shade management (use of native species for shade)
- Ecologic management of pests and diseases
- Improvement of quality for a good crop and dehydrating

II Annual Crops

II Annual Crops

II 1 Family Vegetable Gardens

Family vegetable gardens were motivated by the PCET from its beginnings in 1996 with the objective of diversifying the agricultural production and consequently the beneficiary's diet. In the beginning it was an activity designed for the women's groups so they were developed in coordination with the Women and Gender component. In these gardens vegetables such as onion (*Allium cepa*) Carrots (*Daucus carota*) Cabbage (*Brassica oleracea*) Tomato (*Solanum esculentum*) Chard (*Beta vulgaris*) Radish (*Raphanus sativus*) were mainly planted. Additionally some native gardens such as taro pig weed (*Chenopodium sp.*) hierbamora and wild turnips are cultivated. There are also gardens where medicinal plants are now planted on a low scale such as basil worm seed (*Chenopodium sp.*) dill sage and spearmint.

The gardens are small areas (100 square meters on an average) placed in the back yards or patios of the producers' homes. There the women's groups members perform activities related with the cultivation of vegetables and herbs. As background of technical assistance in the cultivation of vegetable gardens we can mention that in 1990 the project ALA 91 21 encouraged these activities in the communities of El Quetzal and Nuca using conventional technology (chemistry). Also the PDP (Productive Development Project) financed by the European Community

assisted some groups in San Francisco Momonlac and Momonlac (and other communities of repatriates of the region) in 1996. In 1997 the communal vegetable garden belonging to a group of women in San Francisco Momonlac was still active but for 1998 there was no trace of it. On the other hand in San Juan Tutlac the Ascoderb project encouraged and provided some technical aid to a communal garden where 18 members participate. More recently in 1998 the local Catholic Church Pastoral Society rendered technical support to a group (we are not aware of the number of participating members) of producers and they currently plant greenhouse tomatoes (a greenhouse situated in Barillas of approximately 200 square meters).

Beside these experiences developed by other institutions the PCET is the only one developing the concept of organic Family Vegetable Gardens with organized groups of women. We want to make the Family Garden activities successful and sustainable but we found two obstacles. The first one is that the tendency in this activity has always been that the project promoting it must always provide the seed it is the reason that when the project is over the activity also ends because there is no provider for the seed any more. Our strategy is prepared to overcome this obstacle by providing seeds for the first model gardens and during one or two Planting cycles (one year average) and later stimulate the producers to sell some of the surplus of the crop so that with the money coming in for the sale start to buy seeds until finally they are able to buy all of them.

In the case of the first gardens we have had the problem of changing the attitude of our members possibly because of previous experiences so we have taken longer than predicted in achieving our goal (the first gardens established and kept active are one and a half years old). Of the 260 gardens that were active at the end of 1998 we are providing follow up to at least 40% of them which already buy all or at least most of the seed they use. An interesting example is that some ladies from San Francisco Momonlac (where the gardens were established in May 1998) have requested the technician who aids them to buy seed for them in the departmental capital. Generally the common thing is that the members who have been working longest (from the end of 1996) have learned to buy their seed in the Barillas stores. The other obstacle we face is that we have observed that during the harvesting period for coffee the activity in the vegetable gardens generally decreases in a significant manner. This is a phenomenon that we cannot change but we are looking for the best way to adapt and propose some practices that will not generate conflict of interests and which will assure that the gardens do not disappear completely. In total there are 15 communities where this activity is being carried out. The Center for training and organic agriculture experimentation (CECAO) which the component has in the outskirts of Barillas has played an important role in trying to achieve the current advance of this activity.

1.2 Corn Cultivation associated with Bean Fertilizer (*Mucuna* sp)

Corn is planted in Barillas since time immemorial and the technology for current production is based on the ancestral knowledge of the producers inherited by their ancestors. In the old days the corn was planted in lots which lasted up to two years and then rested fallow for up to 20 years. This situation allowed the natural vegetation to flourish during this fallow period and the natural fertilization recovered. As the population grew the fallow periods shortened to the point where land is permitted to rest for merely one or two years at the most. Here is where the system designed by the ancestors stops being sustainable since it doesn't allow for a sufficient natural recovery of the soil's fertilization. The general tendency to solve this problem (the producers themselves recognize this fact and are concerned because the corn does not grow as it used to) is to level areas of virgin mountain land in order to extend the production zones.

The first institutional proposal to solve the problem was implemented by the project ALA 91 21 at the beginning of the 1990s and it consisted in performing a study of soil fertility in the region and based on these results they came up with a blend of special synthetic fertilizers for these soils. Said fertilizers were placed at the disposal of the producers by means of credits. Currently some communities such as the Chancolines still apply this technology but communities like Puente Alto Chojunil and Quixabaj abandoned it soon after starting. In 1997 the PCET

proposed a technology that we consider to be more appropriate for the region and the culture of the producers. It consists of crop rotation with green manure (Bean *Mucuna spp*). This technology has many comparative advantages since it is a relatively low cost cultivation (the producers are not interested nor used to investing money in their corn plantation since it is no longer a commercial crop) it is easy to handle (they do not need to know about the scientific base of the chemical formulas) it reestablishes the availability of nutrients on a medium term and the organic contents of the soil and may come to be sustainable (due to the local production of the only necessary material the seeds of green manure). The main disadvantages are that the results of increase in productivity are evident after two or three years of being used and that the producers must learn the method of use even though it is simple enough.

In Guatemala the green manure is used as a method of fertilization and soil conservation in several regions (the Rio Polochic riverside, Alta Verapaz, El Peten and the Huista Region in Huehuetenango) since hundreds of years ago with results reporting up to 45 qq per hectare. This technology was exported to countries like Honduras and Mexico.

An interesting aspect is that we found producers from border communities with Mexico (Nuevo Sija and Nuevo Cuilco) that handle up to 3 hectares with this system. In the Ixcán River side producers in the communities La Campana and Tiamiman already used this bean manure to fertilize their corn before our project started to promote it.

At the beginning of the PCET the objective was to install some 5 demonstrative lots with this method of corn managing but at the end of 1998 we had some 32 hectares of corn cultivation in 25 communities under this system.

After two years of having started the training and installation of demonstrative lots we have some interesting results. For example the farmers that already use the green manure recognize its effectiveness in controlling weeds and incorporating organic matter into the soil. As to the productivity 6 sample lots were evaluated in June 1998 which had been planted for 3 cycles with green manure and the average production per cuerda was 2.5 qq some 57.5 qq per hectare. It is important to point out that in order to achieve these results applications of one pound of organic compost and up to 3 applications of liquid fertilizer (Biol) per plant were made. These activities mean an increase in labor in the lot and were not adopted by all the farmers. We have therefore made a decision to limit the strategy to the exclusive use of green manure taking the risk of having the increase in productivity to be slower and on a smaller scale.

According to the general diagnostic of the Barillas Municipality edited by this same department in 1997 the average of corn production in the region is of 26 qq per hectare. In spite of this we have seen that farmers of the Chancolines region applying the chemical fertilizer package from the ALA project obtain up to 3 qq per cuerda that is 67.5 qq per hectare.

With the idea of illustrating this activity more precisely we present the example of a producer and his community.

Mr. Santiago Perez arrived in the community of Victorias Chancolin from the Municipality of Tacana Department of San Marcos in 1956. In 1981 he was forced to leave Victorias because of the internal war suffered by our country and returned a year later. Currently in order to survive he and his family plant 20 cuerdas of 25 square yards of corn and 2 of beans. He also plants 30 cuerdas of cardamom (now certified as organic) and 17 cuerdas of coffee.

In 1996 he was part of the group who participated in rendering technical assistance to the European Cooperation through the project ALA 91/21 and his main activity was to receive credit for agriculture. His agricultural training was based on the use of a synthetic package for corn fertilization and to motivate them in the participation they gave them tools as gifts such as picks, shovels, machetes and others. The fertilizer was obtained through credit. He relates that before synthetic fertilizer he obtained a crop of one qq of corn per cuerda and the cost of

production was Q75 00 After adding the synthetic fertilizer he started to produce 3 qq per "cuerda" with a cost of Q135 00 He also adds that he started to notice some deterioration in the top soil (less organic material) and some very persistent and hard to handle weeds started to predominate (due to the use of Herbicides)

On the other hand in order to have access to credit again as well as to technological package he saw that he needed to associate to a basic organization created for such an end This is the Barillas Integral Development Association (ADICBA) Being a creative and innovative farmer he decided to accept that in his plot of land along with a group of farmers from the same community a sample plot was farmed planted with corn and with green manure (without the use of synthetic fertilizers nor herbicides) in May 1996 This activity was promoted and developed by a CECI/AID technician and this parcel of merely one cuerda of 25 yards per side gave Mr Perez no great expectations nor hopes about this new idea neither did he think at this moment to change his new synthetic package The crop from this first plot was of 1 25 qq per cuerda But this experience brought something to his attention and it was that in the next crop it was much easier to weed since the green manure has facilitated the control of weeds After this experience he decided to continue and in May 1997 he established again the demonstration plot In the two plantings one pound of organic fertilizer (compost) was applied to each corn plant and in the second crop he obtained a production of 2 75 qq with a production cost of Q135 00 From here on other farmers started to ask him about his experience and showed themselves interested in obtaining seeds of fertilizer beans In May 1998 he planted corn again with green manure applied this time he farmed 3 cuerdas" In the original one planted for 3 years in a row and with organic fertilizer he obtained 2 90 qq and in the other 2 cuerdas" using only green manure (without organic fertilizer) he had a crop of 1 25 qq per cuerda" For December 1998 he increased his plot of land to 8 cuerdas (one half a manzana) and to this date he has not harvested his crop It is also important to point out that currently 22 other producers (besides Don Santiago Perez) plant approximately 4 hectares (about 90 cuerdas) of corn with green manure

Our preliminary conclusion is that even though it is a technology that does not include credit and that the outcomes of increase in productivity are on a medium or long term the farmers had the patience to wait (in almost three years) for the promised results This is a consequence identified by the other producers as immediate benefits (easier handling of weeds conservation of humidity longer life of the top soil lower cost and as an effect of this less risk of losing the investment) which were not precisely an increase in the productivity Currently our project no longer provides green manure to this community they purchase it or ask their neighbors who produce it

III Environment

The environment is not a specific activity it is more of a core affecting all the activities of the PCET component A clear example of this is the fact that organic farming is promoted among all the agricultural activities with the end of minimizing negative impacts on the natural resources and the health of the producers in not using synthetic agricultural products On the other hand the use and diversification of shade for coffee and cardamom help the farmers to become aware of the role played by trees in the Agro ecosystem The technification of commercial and consumable crops with the objective of increasing productivity and rentability have a positive impact in stopping the advance of the agricultural frontier

Generally when a producer in the region needs to produce and consume or sell more product his strategy is to increase the cultivated area our proposal is that as a first step he should make the best use of and improve the production of what is already planted by means of technification Diversity of economical and consumable crops also helps this optimization

Besides this strategy which is implicit in the organic production programs very specific activities have been developed related with the environmental theme such as

- a A study on the use of the land in the region was developed including the changes generated in this activity between 1987 and 1997. By means of this study the use of the land was determined for agricultural ends in 29.7% of 41.4 thousand hectares in 1987 to 53.7 thousand in 1997. Within this increase the largest proportion of 63.3% corresponded to annual crops, 28.5% to permanent crops, 1.2% to cattle and finally 7% to areas for multiple uses. On the other hand the area covered with forests decreased in these ten years from 90.1 thousand hectares to 82.9 thousand a relative decrease of 8.0%.
- b A thematic cartography was developed with the data discussed in the previous paragraph and these were digitalized to the point that currently they are found in the Arc View program installed at the PCET office. Another program of the same kind was transferred to the Municipal Technical Unit in the Municipality of Barillas to guarantee the susceptibility and operation of this data base.
- c A Fast Ecological Evaluation and a Socio economic Study were made in communities of the north zone in the Municipality to learn about the state both of the renewable natural resources (mainly the flora) as well as about the productive and economic situation of the inhabitants of the 10 priority communities. Currently we have the report of these activities which are being taken as a base so that as of 1999 plans for managing the natural resources found in these communities may be applied through these the producers may be supported in the technification of their crops as well as lower the risk of forest depredation. This forest is one of the most important ones in Central America in its gender.

INTERVENTION STRATEGY

To achieve the expected results we have defined the following intervention strategy for each activity. Such strategy is adapted according to the experience we have accumulated during the process.

ACTIVITIES

Organic coffee growing, sustainable coffee growing, organic cardamom production, family vegetable gardens, production of corn associated with green manure (beans) and elaboration of plans to handle the renewable natural resources.

1 Priority of Communities

It is based on the bioclimatic conditions of the zone (weather, altitude and quality and vocation of soil) as well as on the socio economic situation of the population.

2 Organization of the Production Groups

This activity is developed in coordination with the farmers organization component. At this level the groups may or may not be members of Asobagri. In case they are not they take the necessary steps to achieve their membership.

3 Search for and establishment of strategic associations with other organizations

With the objective of achieving complementarity an example. In the case of organic coffee growing join Asobagri, FIDA Cuchumatanes and G 14 (this alliance ended in 1997). For sustainable coffee growing with ANACAFE for the establishment and operation of a meteorologic station in Barillas with the world meteorologic web GLOBE which renders a local weather information service and finally internal coordination with the other project components.

4 Development of training and technical aid programs

Technical aid and training are performed by means of a program designed by technicians experts in the field and with the support of leading producers. It must be as appropriate as possible in relation to the characteristics of each place. Generally, a formal training is given every two months, and the plots of land are visited once a month. The educational and exchange tours, both local as well as regional, are part of the program. Proper experimentation is also part of this level. An important element here is the establishment of demonstrative plots or vegetable gardens in the communities. During the process of establishing demonstrative units, the project supplies seeds of plants that the producers are not able to purchase for themselves, for example, Green manure (beans) seeds, seeds for vegetables, plants that diversify, such as pepper, cinnamon, avocado trees, and others. Later, other directions are taken depending on the activity. In the case of seeds for beans to obtain green manure, these are obtained mostly from the production of the demonstrative plots and the project continues to supply smaller amounts to new members. In the case of seeds for the vegetable gardens, the project gives the seeds to the producers initially, and later the supply gradually diminishes and the ladies are then stimulated to sell their surplus, using part of this money to purchase more seeds. By the end of 1999, the supply will be completely suspended for the gardens established first (1997). In the case of plants for diversification of shade for coffee trees, the necessary plants for the demonstrative plots are given to the group (some 3 or 4 plots per community); then the producers interested in such plants may purchase more of them in the local greenhouse of the project. At this level, the project still buys these plants in production centers outside of Barillas. The following step will be to have these previously trained producers to reproduce and sell these plants in Barillas. Here, participating in the elaboration of management plans for the producing plots is also included.

5 Inspection and certification of organic products

This is the step given when the producers of coffee and cardamom have decided to adopt this production system and sell their products in a specialized market. The coordination with the commercialization component and the Asobagri in this process is very important. Currently, there is a group of 208 producers of coffee and 72 producers of cardamom found at this level of the process, and there are requests from other groups to join the same.

6 Storing of Asobagri's commercial products

From this moment, the support of the production component to the producers strongly decreases. Counseling from the Association about norms of organic certification are continued to the end of the process, until the product is sold.

7 Establishment of commercial and partly commercial gardens (individually or in groups)

From the point of family vegetable gardens, we are aware that not all the family gardens for self consumption will continue to produce; therefore, the sustainability of this activity is ensured by the forming of commercial gardens. We will stimulate this transition, but the right moment will depend on the request of the persons interested.

8 Elaboration of management plans for the natural resources

The first step is to collect information both of the socio economic situation of the population in the prioral communities, as well as of their bio ecology. Later, the agricultural technical assistance for these communities is carried out. In this manner, we are able to earn the communities' trust and to know more in order to evidence the information from previous studies (EER and socio economic evaluation). From the data base and the experience in technical assistance, integral plans are then designed and performed. An integral management plan comprises the study of the total area of the community so that later the production areas are defined, as well as areas of damping and of protection. We are currently in the study of

the area stage and in the beginning of designing management plans of for the crops both for self consumption as well as commercial. It is important to point out that integral plans for management in 10 priority communities are to be elaborated in the north zone as we already indicated each plan is to contain an integral vision of the whole zone in the community and within this plan the managing plans for crops water sources soil and forests are to be included. Unlike the previous in the south zone we are initially elaborating and executing plans for managing crops in which we are involved (coffee cardamom corn and vegetable gardens)

9 Monitoring and evaluation

This activity is developing on a parallel course in the whole process as to intermediate results it is the reason for the strategy and consequently the programs to evolve. The stored records and their systematization are important tools for this activity

II ECONOMIC AREA

1) ASSOCIATIVE COMMERCIALIZATION

DESIRED RESULT **Increase of Family Income**

ANALYSIS OF THE DESIRED RESULT

It is important to know the historical background of Barillas (even though on a broad outline) as to the commercialization of coffee and cardamom in order to be able to interpret such a challenge pretending to change a firmly strengthened structure due to the lack of market information

Initially the market in Barillas was held by merchants from the Municipality of Soloma who had the advantage of being closer to Huehuetenango and to own their trucks and could at any given time come down to the zone of Barillas to purchase coffee and cardamom at low prices favorable only to them. This situation soon awoke the interest in the merchants of Barillas to enjoy these large earnings. The production of coffee and cardamom was processed by largely untechnical methods so the product from Barillas started since then (in the 70s) to acquire the fame of low quality product.

The earnings estimated according to the persons hired by the buyers were 100% over the price of the product from Barillas. There were no driers then and the cardamom was sold after a dehydration process under the sun so the prices were irrelevant compared to the Coban market which since then had the monopoly of this product. As to the poorly washed and fermented coffee added to its badly dried condition these were the argument on which the low prices were based. In the 80s the market began to be shared by some few families from Barillas who stored coffee for the people from Soloma and during this same decade these families took control of the market and continued with to use the same methodology of collecting a high percentage of the earnings for their investments in the purchase of coffee and cardamom. During the armed conflict (mainly in 1981-1983) they were forced to share their earnings with the people who owned the transportation in this locality since they argued that due to the risk they faced on the roads they were forced to charge up to Q40.00 per qq that they carried. The earnings therefore decreased thus affecting the producer. It is important to mention though that of the families who dominated the market none of them had coffee or cardamom plantations they dedicated themselves exclusively to commerce. During the armed conflict negotiations of coffee in exchange for corn one quintal of coffee for one of corn came to be traded with which the earnings of the truck owners was most prodigious since they could travel to the north zone (Peten and Coban) to purchase corn and trade it for coffee.

By the end of the 80s and in the middle of the 90s businesses sent their buyers directly to bring back prices for a week normally (even though there were radio transmitters owned by the strong buyers). This situation forced the buyers to cover their investments over any change in prices occurring during the week and they did so lowering the coffee prices considerably. In spite of all this there were bitter experiences for several buyers who purchased for one week and when they arrived in Huehuetenango the prices did not even cover their investment. These losses of course must be covered as far as possible in the following purchases through tares or by blending coffee from the low altitude zones with high altitude coffee (common practice among the buyers) since the low altitude coffee brought prices up to Q200.00 below the high altitude coffee and when they were blended the price per quintal became higher.

Another factor which directly affected the low prices of coffee in special moments such as market days when the crops were abundant was the lack of cash since there was only one bank and the money arrived once a week. When the bank ran out of cash the buyers who still had their reserves made the best of this situation and paid low prices.

The norm for competition among the buyers who wanted to acquire coffee was to offer a higher price per quintal and increase their tares (to the point of eliminating 7 lbs/quintal) to compensate for the payment. When the associations came into being this method was used so the members demanded that they be paid the same price currently in the market.

It was necessary to acquire proof of these extremes in order to convince the members of this policy and it was achieved by the same members who were not in agreement as to the prices paid by the association. The coffee bag was weighed for the member and the price for that bag was paid. Then the member offered the same bag of coffee to the place where it was supposedly going to get a better price and he proved that his bag of coffee was worth more in the association where they supposedly paid a lower price than where his coffee should have been better paid by the quintal.

One example that shows the policy used by many buyers in the market is the following:

THE COFFEE PURCHASED BY THE ASSOCIATION IS WORTH	Q850 00/qq
the producer receives exactly 100 lbs X Q8 50 =	Q850 00
THE COFFEE PURCHASED BY THE MARKET BUYERS IS WORTH	Q860 00/qq
the producer receives 100 - 7 = 93 lbs X Q8 60 =	Q799 80

It is not logical to think that a simple discovery about alteration of prices in the weight of coffee bags that some of the buyers managed to do was going to achieve the stabilization of the market in Barillas in favor of the producers' income. One must recall that the principal factors of the lack of control in this market were:

- * Lack of competition for those with the hegemony
- * Lack of enough available cash in the only existing bank
- * Lack of information of prices and everyone's disposition

To solve the problem of lack of competition

It was necessary to establish an organization that comprised a sufficient number of producers to initially commercialize a significant volume and that allowed a healthy competition to those with the goal of simply filling their purses at the cost of the small farmers. The ASOBAGRI was present in the zone and had 650 members: producers of coffee and cardamom. Besides, it had the experience, even on a small scale, of what commercialization was and it also had been involved in selling directly to commercial businesses and organized groups of coffee exporters. The experiences, of course, had not been agreeable nor very useful for the members and the organization was never a strong competition to the buyers in Barillas. To take this organization and strengthen it institutionally was a good decision to start the stabilization of the market in Barillas, but the second step in the ladder persisted and it was not easy to solve: lack of cash.

The commercial houses provided pre-harvest funds and these were delivered to the members agreeing to pledge the amount of quintals they desired for an advance of Q150 00 to Q200 00 per quintal of coffee with hull. Cardamom did not have the same privilege so it was not easy to commercialize: no business wanted to provide money to purchase the crop and the members pledged to deliver coffee to their organizations to cover the pre-harvest credit, did not always comply. These organizations therefore were left with unpaid credits to the commercial businesses so they were forced to request credit from those institutions desirous of granting their support.

The solution to the problem of lack of money to buy coffee

Was achieved through support to the only banking institution installed in the locality (BANDESA). An agreement was signed for the handling of a TRUST FUND through which the ASOBAGRI could have access to funds to pay for the purchase of coffee in cash to the farmers; they in turn would provide credit for the construction of productive infrastructure and with the purpose of achieving a path to excellence that allowed the production and sale of a coffee with the quality to export and with a special BARILLAS brand.

The problem of lack of reliable information

To define daily prices and purchase without fear was still unsolved and it was possible to do so with the installation of a Reutter Screen in ANACAFE with which an agreement of technical support was signed and which unified with the work of the components of organization production and commercialization was guided towards providing technical and organizational training to the producers in order to raise their productivity and achieve in part the increase of the family income with new techniques of cultivation and adequate processing of the coffee bean thus earning better added value of the product when selling it locally or for export

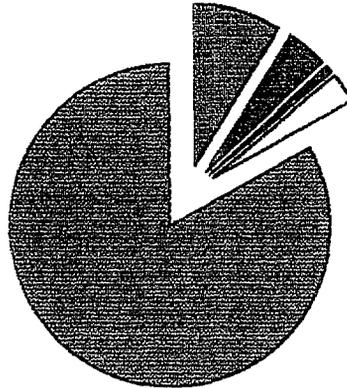
The support to the Agricultural Association of Barillas with the purpose of helping the farmers to receive a just payment for their coffee was started in 1996 and during the coffee season of 1996 1997 some 5 000 qq of coffee were purchased about 10% of the estimated production of the Municipality of Barillas (50 000 qq of coffee with hull) This achievement was good since in the previous seasons (94/95 95/96) hardly 1 to 2% of the market in Barillas had been respectively penetrated The coffee season of 97/98 permitted the ASOBAGRI itself to market 22% (11 106 qq) of the Barillas production

Recovery of the trust in the members and the association s credibility was growing and it is possible to read these in the participation of the members and commercial partners when selling their coffee directly to the association In 1996/97 83% (4 150 qq) of the coffee purchased by the Asobagri came from individual buyers who discovered that the association did comply with exact weights and payments in cash The members only covered 9% (450 qq) of this stored volume possibly from fear of tendencies similar to those of previous years where there was lack of compliance with the agreements of the association towards the members The commercial partners of the Asobagri covered the rest of the 8% Chojzunil Coop 4% (200 qq) Quixabaj Coop 1% (50 qq) New America Group 3% (150 qq)

In 1997/98 the coffee sold by the individual buyers reached 44% (4 887 qq) of the total commercialized and which in volume was similar to the amount purchased in the previous year but the positive reaction of the commercial groups that sold their coffee in an associative manner and the members was felt in the amount of coffee for this season Asobagri Members 25% (2 777 qq) Amelco Group 16% (1 777 qq) Chojzunil Coop 4% (444 qq) Quixabaj Coop 5% (555 qq) La Floresta Group 1% (111 qq) Morelia Group 5% (555 qq)

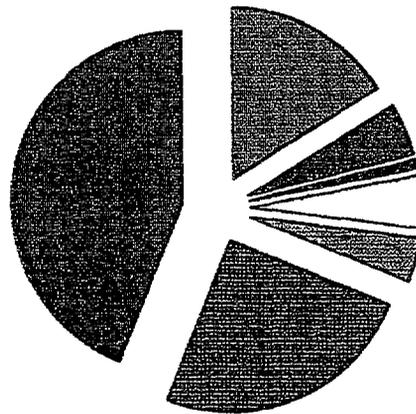
This information can be seen in the two following graphics that show the advance that was possible to achieve once the labor of recovering the trust of the producers from the Municipality of Barillas

**Associative Commercialization of Coffee with the Asobagri
cycle 96/97**



- Asobagri Members 9%
- Chojzunil Coop 4%
- Quixabaj Coop 1%
- Nva Esperanza Group 3%
- Individual Buyers 83%

**Associative Commercialization of Coffee with the Asobagri
cycle 97/98**



- Amelco Group 16%
- Morelia Group 5%
- Floresta Group 1%
- Quixabaj Coop 5%
- Chojzunil Coop 4%
- Asobagri Members 25%
- Individual Buyers 44%

In the previous information and charts we can see a tendency of increase in the participation of the members and organized groups to achieve a larger income for their marketable products. To rely on the possibility of exporting organic coffee to obtain a larger income was not sufficient argument to convince the producers that in the 95/96 crop they had seen their hopes vanish when they had delivered their coffee to a group that had finally paid for it as conventional coffee and had not benefited the producers in any way. With this antecedent and with the vision of growing within the association with the goal of increasing the added value of the coffee the process of certification and contacts for the sale of organic coffee was begun. The process of certification had to begin almost anew taking the opportunity that through ANACAFE came the offer to visit the international fair and the chance to meet possible buyers to invest some capital to purchase organic coffee and to store it until the certificate and the sale opportunity allowed us to sell directly and to get a better income for the farmers. All this was achieved in the 97/98 crop and it was possible to recover a large part of the producers' trust to the point where of 102 certified farmers included in the 97/98 crop the amount increased in more than 200% until currently there is a total of 207 farmers cultivating organic coffee for the 98/99 season and we also have the opportunity guaranteed to export 3 containers of organic coffee directly to the buyer in the United States.

We can now see a comparison between the 95/96 commercialization when the farmers did not receive any incentive for their export coffee and they were disheartened. The commercialization of 98/99 when the coffee was negotiated at the top of the prices for coffee in December 1998 an incentive of \$35.00 was obtained because it was low altitude coffee. The farmers however have a set price for their coffee placed in the warehouse and an incentive after exporting.

**Example of two commercializations with similar prices
Sold by ASOBAGRI**

95/96 CROP	98/99 CROP
G 14 Purchaser	ROYAL COFFEE INC Purchaser
Volume 500 qq with hull	Volume 500 qq with hull
Value qq bagged New York \$125.00	Value qq bagged New York \$125.00
Price qq gold placed in port \$160.00	Price qq gold placed in port \$160.00
Average value paid to members/qq Q500.00	Average value paid to members Q535.00
Incentive value for organic coffee N/A	Incentive value/organic coffee Q50.00
Value for sale sampling N/A	Value for sale sampling Q15.600.00

Total differential achieved by the farmer 98/99 Q85.00 17%

In this example we can see the reason for the disheartening of the members in relation to organic coffee since the technical demands and the care in the processing transportation and storage are more rigorous compared to the conventional coffee and productions are only 25% higher than the natural coffee until the organic cultivation process is complete so that production will rise to such interesting volumes as with chemical cultivation. The 97/98 crop was the first experience in which the Asobagri exported directly and obtained good results which contributed to recover the trust that had been lost from the small farmers in the export process. Besides the \$50 incentive for each quintal gold coffee exported inferior qualities were sold and through these larger incomes per quintal sold were obtained.

In the 98/99 commercialization the farmers have started as of now to see the difference since the price in the market stands currently at \$102.00 and the conventional market only offers Q465.00 per quintal with hull while the producers of organic coffee already get Q535.00 per quintal with hull at the moment of delivery. They expect a bonus of Q50.00 at the end of the season completing Q120.00 difference in relation to the conventional coffee sold during this same period.

INTERVENTION STRATEGY

It is interesting to make a summary detailing the process used by the project communities in transition to manage an economic impact in the zone of Barillas and to able in some way to measure this impact in the population's economy. In order to systematize the methods that have permitted the successful achievement of the family income we can see the steps followed by the project communities in transition on a wide scale to achieve such a goal.

The Project Communities in Transition started a process of recovery of the trust of the farming community in the following manner:

Reorganization of groups to cultivate self-esteem and develop enterprise mentality.

By granting credit for productive infrastructure both to the groups of men as well as women. In this order, the need to install cardamom driers in three communities granting a total of Q156 867 48 for such an end was detected. A total of Q146 200 00 was given to purchase 25 motorized units for eliminating the pulp in the processing of coffee with a capacity of 30 qq/hour. The storage of coffee and cardamom required credits to purchase these products and a total of Q235 000 00 for commercialization was granted.

Almost personal technical counseling to farmers for organic certification, planning and using technology in the plantations, processing the product with export quality, care in transportation to avoid pollution from foreign products.

Search for markets to promote certified organic coffee.

This will allow a real increase in the families' income through contacts abroad and to export coffee by moving the incentives paid to farmers, conventional coffee auctions with commercial businesses that guarantee the best prices in the national market, and ensured payment for the product delivered.

In this order, the 96/97 crop was the first step to begin this negotiation in favor of the farmers because an amount of 5 000 qq of coffee with hull was commercialized nationally. In the 97/98 crop, the negotiations went further and it was possible to market 10 000 qq of conventional coffee exporting two containers of organic coffee. In the 98/99 crop, a container has been sold at a price of \$160 00 a qq, when the national market shows a range of \$102 to \$115 per quintal. This means that the farmers would obtain between Q460 00 and Q535 00 for their coffee with hull (the price of Q535 00 was held only for a short time during the month of December 1998, the season has been dominated by prices between Q460 00 to Q500 00). The Asobagri is paying on a signed contract Q535 00 per quintal of organic coffee with hull, and the member has the promise of a bonus of Q50 00 per quintal of coffee delivered. The farmer is obtaining a real increase over the value of the conventional coffee in the current market.

We can now measure the percentages of income by the application of each of the corrective measures shown above in the attempt to stabilize the market in Barillas.

COMPETITION BY THE ENTRANCE OF FARMING ORGANIZATIONS SUPPORTED FOR COMMERCIALIZATION

When buying directly from the communities, the application of tares was even stronger due to the aggravating circumstances of selling coffee in small amounts, so that the losses from weight added to more than 12 lbs per quintal. For example, if someone sold 25 lbs of coffee and 3 lbs were eliminated, in one quintal 12 lbs were lost; this does not include the loss of weight from the bag, which means 1 or 2 lbs, depending on the material it is made of (nylon or jute respectively). In this aspect, a minimum of 10% of recovery in the weight of the quintal of coffee

was managed with the methodology explained before when the farmers weighed the bag to corroborate it in the market. If we take the value of Q500 00/qq as a base this support implied the recovery of Q50 00

CASH AVAILABILITY DURING THE WHOLE CROP WITHOUT CONSIDERING VOLUMES OF COFFEE COMING INTO THE MARKET

During market days when there was not enough cash available for all the persons involved in the buying at the moment when no checks were paid due to lack of funds in the bank the price was Q50 00 or more. This problem was solved by means of the support to the banking institution through the project communities in transition and the trust fund placed at the disposal of the Asobagri association to purchase coffee in cash. In our example from the value of a quintal at Q500 00 we are recovering another 10% of the value of the product

RELIABLE INFORMATION ON PRICES OF THE MARKET TO SET THE PRICE OF A QUINTAL OF COFFEE IN THE MARKET

The normal margins of difference in prices between Huehuetenango and Barillas when we started commercialization were of Q100 00/qq. When the information started to appear in the reutter screen the associations estimated Q50 00 for expenses and prudent earnings lowering such difference in 10% in favor of the farmers. If we follow with the example of a quintal of coffee at Q500 00 another Q50 00 were recovered for the coffee producer

As in the previous analysis we are considering three main issues

- * Increase in productivity
- Specialized organic market
- * Productive infrastructure

The increase in productivity can be measured starting from the initial study of ANACAFE which registers a production of 8qq/mz (one manzana equals 2 acres) for natural coffee data which still persist in the zone and which were observed when visiting plots without technification. The work of personalized counseling to organized groups was the way in which the National Coffee Association reached very important goals in the growth of the area number of farmers and production of coffee per mz as shown in the following chart reporting the zone of Barillas

YEAR	No GROUPS	MEMBERS	Mz	qq COFFEE with Hull	qq/Mz
1990	10	300	253	2 896	11 44
1998	44	1 336	1 341	21 975	16 38

In this report of organized groups shown by ANACAFE in coordination with the project of small farmers ANACAFE/AID and the Project Communities in Transition CECI/AID an increase of 45% in the production per mz was obtained in the last 8 years of their presence in the zone. However for the estimate of contribution to the sustainable family income of the inhabitants of Barillas the advances in the cultivation of organic coffee will be taken as base because of the special growth in the zones of production of small farmers

The data still persisting in the production of natural coffee will be taken as base 8qq/mz. These plots of land have played the role of pioneers in the process of organic cultivation because they lack any pollution from chemical products. In a recent estimate it was proved that shade handling the application of organic fertilizers prepared by the farmers planting of green beans for manure soil conservation etc have been able to raise production in an average 25% by means of this assistance. Now there is a production of 12 5 qq/mz in organic coffee

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With the opportunity of selling organic coffee produced by the 207 members producing certified products there is an increase of 17% of the value in relation to conventional coffee we shall continue with our example of Q500 00 per quintal of coffee with hull placed in the Barillas market because this has been the average price which has been dominant during the current season Organic coffee has had a sustainable price of Q535 00 and through sales made towards the future a bonus of Q50 00 extra per quintal will be paid to the member so he will receive Q585 00 extra in relation to the value of conventional coffee (Q500 00) that we have been handling and which implies 17% difference It is necessary to note that we do not consider the total difference of a commercialized quintal as conventional and one commercialized as organic with the price placed at port since this implies considering of the sale of sampling and the difference between purchase and sale normally implying another earning used in the operation of the organization We only consider the money received by the farmer directly and which he can spend

The introduction of productive infrastructures and equipment for the correct and timely process of coffee mainly and of cardamom without doubt allowed the economic increase for the producers in the case of coffee there was the problem of delivering overly fermented coffee through lack of adequate equipment to allow the processing of the product harvested on the same day This situation provoked over fermentation that was drastically sanctioned by the buyers with fines oscillating between 10 and 20% and in extreme cases the coffee was not purchased as good but as inferior

With the introduction of motorized equipment (25 units in the area of Barillas) the harvesting process was managed on the same day so the timely harvest of the coffee beans was promoted avoiding ferment fruit due to over ripening Previously only what was considered able to process was cut provoking that much coffee to become over ripe and to cause problems in the rate This information came directly to the persons delivering coffee in the Asobagr thanks to the installation of a sampling laboratory where many persons could and can be convinced of the damage caused by the dirty cup as these defects are named

COMMUNITIES FAVORED WITH THE ACQUISITION OF MOTORIZED PULP REMOVERS

No	COMMUNITIES	No REMOVERS	No FAMILIES
1	CANCHOC	2	73
2	VICTORIAS CHANCOLIN	2	60
3	BUENA VISTA CHANCOLIN	1	50
4	MORELIA	2	106
5	MALPAIZ	1	40
6	YULATIZU	1	60
7	JOLOMCU	2	90
8	LAS BRISAS	1	30
9	YULMACAP	1	270
10	MONTE CRISTO	1	38
11	CUATRO CAMINOS JOLOMT	1	100
12	LA SOLEDAD	1	35
13	NUCA	1	90
14	TRES CRUCES YULA SAN JUAN	1	60
15	NVA ESPERANZA YULA	3	90
16	AMELCO	1	160
17	JOLOMTAJ	2	100
18	TZALAMINUL	1	50
18		25	1 412

Being able to rely on a motorized equipment in each one of these communities not only facilitates the use of this equipment for the removal of the pulp from the coffee of the producers but it has become the first step towards the technification of the wet process. The intention of having less equipment per producer and a larger number of producers grouped together for the better control of the quality of the coffee it is possible to see acceptance from the farmers in the mechanization of the process.

In cardamom the result was an important increase in the family income when the driers were introduced during the current year since the sale of coffee in the cherry stage does not allow it to compete in price having to be sold on the same day it was cut. During the present season the coffee was bought at an average of Q200 00 a quintal of coffee on the cherry stage and Q20 00 / qq in the process of drying which implied that the producers who had no driers would contribute a total of Q1 000 00 for the product and Q100 00 for labor. This fact implied that one quintal of dry cardamom had a value of Q1 100 00 for anyone desiring to hire the services of individual driers but they had to add this to the inconvenience of not being able to obtain the necessary quality to obtain a good price in the market having used a large amount of hours in the drier (about 50 hours drying time normally). Driers using diesel fuel provided the members with the opportunity to save 10% in the value of cardamom with the hull and besides the best prices for processing in only 30 hours drying time thus the quality improves considerably.

Comparative chart of the cost of one quintal of dry processed cardamom in an individual drier and in one used by the members of the Asobagri using diesel fuel

Drier	Ratio	Drying/qq	Value/qq	Total	Cost of	Cost of qq
	cherry/hull	cherry	grape	qq/cherry	drying	w/hull
Individual	0 0	20 00	200 00	1 000 00	100 00	1 100 00
Members	4 5 1	20 00	200 00	900 00	90 00	990 00

Only by the difference of cost of one or the other quintal there is a saving of Q110 00 implying a 10% benefit without considering the 50 lbs (100 00) already lost as part of the process (5 1) with which we total a 19% in favor of the farmers and the difference in quality by the hours used (30 and not 50)

COMMUNITIES FAVORED WITH CARDAMOM DRIERS

COMMUNITIES	No of DRIERS	No OF FAMILIES
YULMACAP	2	270
TZALAMPINUL	1	50
YULJOBE	1	40
RIO AZUL	1	90
OJO DE AGUA CH	1 reformed	225
MOMONLAC	2 reformed	60
MONTENEGRO	2 reformed	50
Total	10	785

In these communities the farmers have had the opportunity to process their cardamom and sell it green with the hull at the most timely moment for a good price which was not possible when it had to be sold in the cherry stage

The communities Ojo de Agua Chancolin Momonlac and Montenegro did not participate in the drying process for cardamom during the season of 98/99 due to problems of organization in their groups and besides the scarcity of cardamom in their zones because of their low altitude and having had very little rainfall the previous year

SUMMARY

We may conclude by stating that the contribution of the project communities in transition during the first phase of its growth contributing directly in the increase of the family income of the producers of coffee and cardamom in Barillas was

• Competition in the market by increasing the organizations to commercialize	10%
• Availability of cash in moments of great offer of coffee in the market	10%
• Reliable information on market prices to set value for the quintal	10%
Total recovery of value per quintal of coffee in favor of the producer in the zone of Barillas	30%
Increase of productivity (by technification of the coffee crop)	25%
• Specialized organic market (by export of organic coffee)	17%
• Productive infrastructures (motorized equipment and cardamom driers)	10/19%
Total increase by direct counseling credit grants for infrastructures and organic coffee and cardamom export	52/61%
Total increase of family income of the farmers producers of coffee and cardamom in the Municipality of Barillas	30/91%

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II ECONOMIC AREA

2) MICROENTERPRISE

EXPECTED RESULT

**Number of non agricultural enterprises
not income producing** -

INTRODUCTION

The Microenterprise program of CECI/AID was conceived with the intention of improving the family income in productive non-agricultural activities considering that this sector of the economy of Barillas had not received any direct support from institutions or organizations interested directly in developing microenterprise activities since in the agricultural field there was a direct support through banking enterprises for financing also covering a narrow sector due to guarantees. This was the reason why the corresponding mechanisms were created so that these were operational and timely defining therefore the strategy of educational credit. This credit allowed the farmers of the target region from the PCET to get training and to develop through counseling and follow ups. In order to make this situation work the trust funds management for the Microenterprise was defined and it was placed in the Banco de Desarrollo Agrícola BANDESA (currently BANRURAL) a financial entity with prestige and credibility in the region.

To obtain true knowledge of the needs of the communities in respect to services that the microenterprise could render in the area an evaluation tour was made as well as promotion and nearness to the communities. The local press and radio stations were used in the native languages of the region. This activity allowed the attraction in demand of services and training in arts and crafts which have been fulfilled according to the general program of PCET. The normative part for granting credits was made in agreement with BANDESA (currently BANRURAL) for which the REGULATION FOR CREDIT TO THE MICROENTERPRISE was created. In order to ensure a satisfactory result in the field of credit similar institutions were visited such as FUNDAP FUNDESPE GESPRONT INTECAP GTZ CEI/ACNUR and others that provided information about the handling of credits and systems that have allowed them to achieve success. This approach was very positive and it allowed us to have a wider view of the program of the microenterprise and thus be able to project ourselves with assurance.

The steps that have been taken with the purpose of supporting the microenterprise activities in the region and to manage to make them operative and sustainable have been important and necessary thus the work has been coordinated with the institutions involved in the microenterprise activity. In this order CESIDE and CECI/AID have joined efforts in the compliance of the activity that corresponds to each one according to the signed agreements. Within the framework of the training for occupations coordination with other institutions such as The Human Rights Public Attorney's Office the European Economic Community through the program ALA 21/91 situated in Barillas the Municipality Asobagri and others has been achieved.

ANALYSIS OF THE EXPECTED RESULT

In making an analysis of the economic development that the microenterprise activities is generating in the communities we may well consider that these have been timely and beneficial and that the PCET has managed to establish well defined bases with a focus of sustainability of the microenterprise. In the first phase of the project 84 microenterprises productive and of non agricultural services were given training and support in their respective communities. From these 82% of the enterprises created needed financial support 69 credits were

granted to allow the creation of the enterprise To this date 50 communities have benefited with the microenterprise activity It is important to point out that as result of the microenterprise activities 114 jobs have been generated directly and indirectly in the zone of Barillas and the family income has increased notably

We may also consider that the impact the credit portfolio of the microenterprise has created in the region is transcendental due to the fact that previously many activities of the microenterprise were made through credit with usurers who without any scruples were speculating with the interest rate which was then very high Many of the money lenders today loaned money at interest to commercialize The lowest interest rate was 8% a month equivalent to 96% a year The low interest rate of the microenterprise (21%) has come to place pressure on the money lenders to lower their interests knowing beforehand that there is a credit portfolio protecting the interests of the users and that it educates them in correctly administering their finances It is also important to point out that the Bank (BANRURAL) became conscious of the need to support the commercial system of the area and therefore implemented a credit portfolio of 2.7 million quetzales to attend commercial activities since previously it only served the users of Credit involved specifically in agricultural activities

From August 28 1997 the microenterprise program started financing small entrepreneurs in the zone of Barillas before a study of selection marketing and training in precredit to the beneficiaries in the modules of Inventories Marketing and Sales Production costs and Administration of Finances From there on some already existing enterprises became stronger and others began their existence in the different communities in the target region

On August 11 of the same year parallel to the financing activity the program of technical training in crafts was started and therefore the modules of Bakery Carpentry Tailoring Designing and Confection of Clothes Radio Technician Hand Weaving Candle Making and Quality Control in the production processes were implemented In 1998 the training programs increased to Use Preventive Maintenance and Accident Prevention in motorized equipment such as pulp removers with gasoline engines diesel engines for cardamom driers sharpening blades and disks for corn mills general oiling and greasing of engines In the abovementioned training programs farmers from the rural area have been trained persons who have started a productive activity with positive results a part of the trained persons are currently credit subjects and have installed a new service in the community where they have resided during their lives some because they have their own funds have refused financing but have installed a productive activity On the other hand we may evaluate that the implementation of new services in the communities have benefited the families who save in transportation and the working day lost because they have to travel to the department capital for their shopping or by the requirement of some service that they now enjoy in their own communities The microenterprise in coordination with the Women and Gender departments Commercialization Production and Organization has carried out joint activities in training and installation of productive infrastructure equipment and services focused towards achieving the sustainable development of the communities in transition

In this order 5 cardamom driers 9 corn mills and 20 pulp removers have been installed 3 driers have been replaced financed by another institution that for three years had not operated due to some factory malfunction The installations of new equipment and repairs carry with them due training both in the use accident prevention preventive maintenance as well as in quality control of the product jointly with the different components of CECI

**MICROENTREPRENEURS TRAINED IN TECHNICAL FORMATION
WITH NEW SERVICES IN THE COMMUNITIES**

TRADE	WITH FINANCING	WITHOUT FINANCING	TOTAL OF NEW SERVICES
Bakery	2	1	3
Candle making	0	2	2
Clothes Confectioner	7	5	12
Tailoring	3	0	3
Radio Technician	0	4	4
Carpentry	0	1	1
Shoe making	0	2	2
TOTAL	12	15	27
SERVICE IN THE MUNICIPALITY 1		SERVICE IN THE COMMUNITIES 26	

EXAMPLE OF SUCCESSFUL ACTIVITIES

Feminine Solidarity Group

In the Village of Canchoch three women who joined the clothes confection course were trained and later were granted a credit of Q 4 500 The amount authorized on June 9 1998 to start a clothes designing and confection microenterprise was used to purchase 3 sewing machines with which they started their productive activity they bought material and visited the neighboring communities offering their materials and the sewing service This strategy allowed them to make themselves known and they started to sew the first pieces of dressing apparel These women used to dedicate themselves to support the men in agricultural activities harvesting coffee and cardamom which apart from being hard work for them generated very little income for their labor This income was unstable during harvest time once a year the rest of the time they dedicated themselves to their housework With the Technical Training and financing the living conditions of the group improved considerably their financial status is stable they have monthly income averaging Q350 00 net each their bank payments are done on time the living conditions of the family within the group have improved and there is an unmarried mother who is happy to be able to buy her small son the necessary school needs among other things with the product of her labor

Daylin Miscellaneous Store and Bakery

Mrs Reyna Villatoro was granted a credit of Q 15 000 00 authorized on April 24 1998 and installed a small store in her community With the financing she bought a gas refrigerator and some goods Later she trained as a baker and currently manages her store bakes bread on an average of 125 lbs a week distributing it in neighboring communities with a margin of earnings to the store owners Her sales are stable making a profit of Q480 00 a month from the bakery Additionally the income generated from the store which is enough to keep up her bank payments and see to her family needs (she is an unwed mother with two children one of school age) has helped her to overcome the previous hard labor she had to do harvest coffee and cardamom and house labor Her income was very limited and she is currently very happy to have her own activity at home " La Alborada " Carpentry Shop

The benefited person is Mr Juan Jose Castañeda who obtained a credit of Q 12 000 00 authorized on April 12 1998 with which he purchased a 12" planer for wood a 10" saw a 1 5HP Router and an engine for a lathe By installing mechanization for his shop the orders for work increased the earnings have also increased generating work opportunities for 2 more persons there is planing work to be done for other carpenters at a reasonable price and the person referred to provides technical assistance in handling and maintenance of equipment as well as

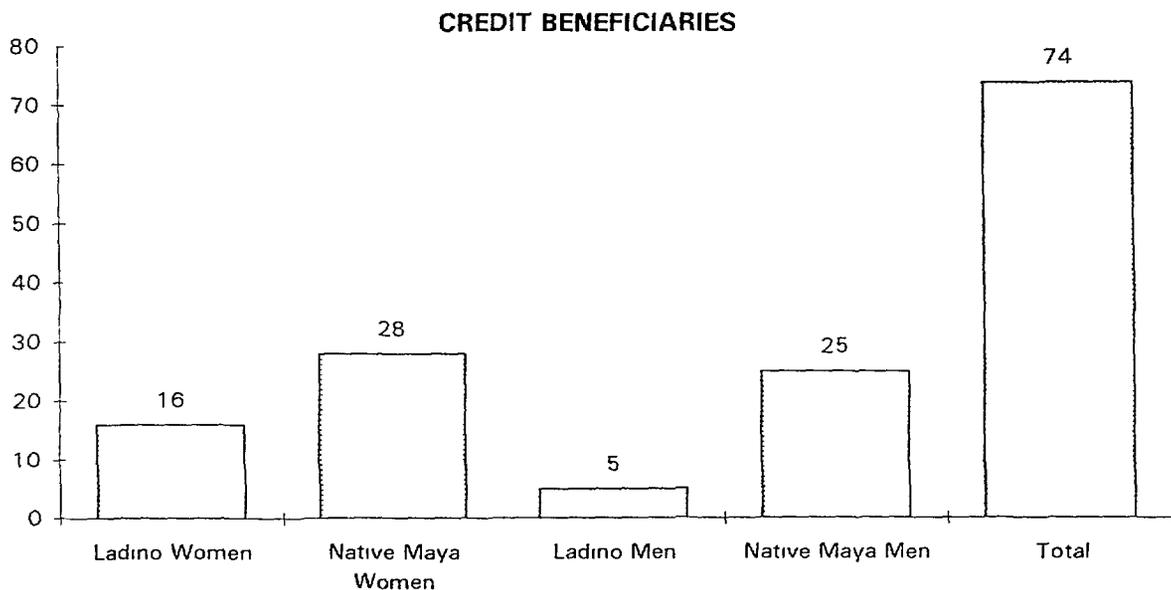
technology for wood work to perfect production and improve quality in the finishing to other persons Mr Castañeda says he feels quite content with the support that CECl has provided through the credit granted him since his earnings have improved considerably to the point that his bank payments are on time his income has duplicated since he previously worked for Q 3 000 00 a month most of which went towards maintaining his family Currently his income is Q 6 000 00 but even though his family load is the same his economic solvency has allowed him to purchase new equipment with the shop earnings He has just bought a Jig Saw an Electric Drill a Hand Planer and a small planer All this equipment is in excellent condition and he intends to keep on providing mechanization for his shop

Study Center for Computer Skills"

Mr Adolfo Rios installed an academy for computer studies but his working capital was very small and he could not handle the demand for services therefore he applied for credit for the amount of Q 15 000 00 which was authorized on September 10 1997 With this money he obtained the necessary equipment The academy is currently attended by young people from an educational institution and by individual persons Mr Rios also renders his services to different institutions in maintaining their computer equipment The microenterprise is growing and the demand for services is increasing the owner feels satisfied with his activity Before the financing was provided Mr Rios had three computers producing an income for this activity of Q 16 000 00 With the money from the loan his earnings increased 35% that is Q2 160 00 Additionally the academy is growing constantly with the addition of new equipment since Mr Rios has purchased a new Scanner and renders the photocopying service to different institutions He also acquired a new multimedia kit

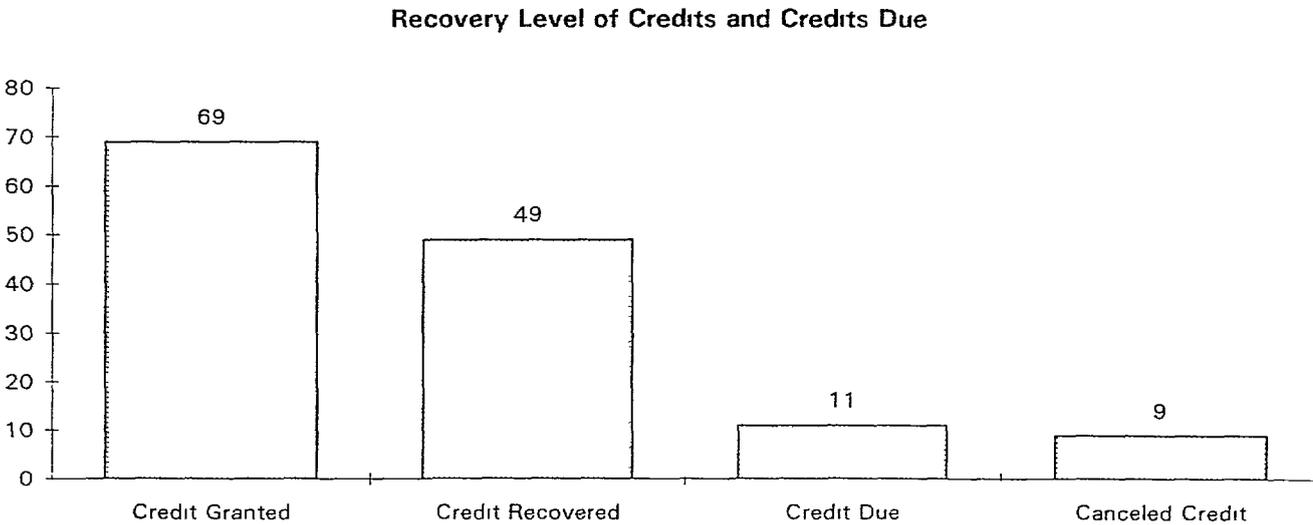
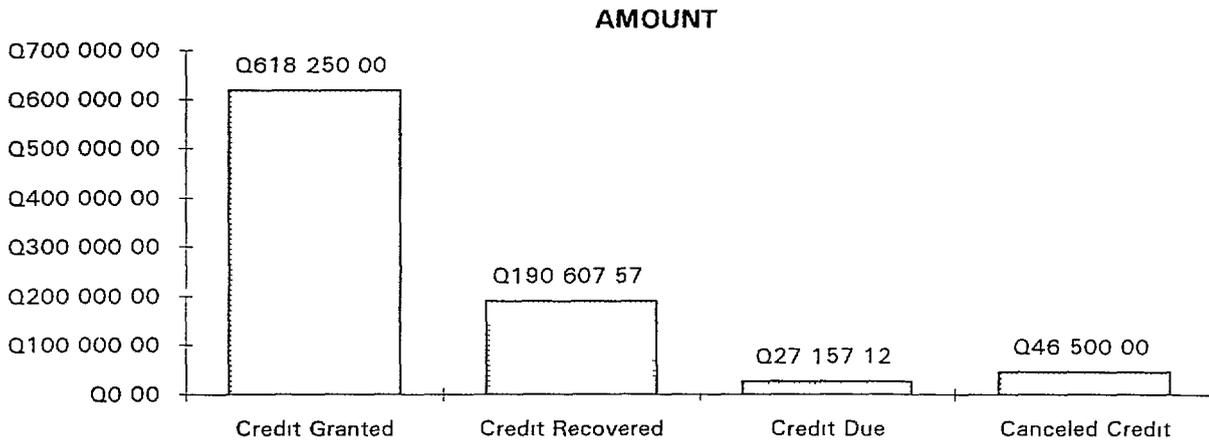
1 Number of loans granted to the microenterprise

In the first phase of the project 69 credits were granted directly benefiting 74 microentrepreneurs who installed a productive activity in their respective communities The financing rises to an amount of Q 8 960 14 per user Of the mentioned credits 21 6% corresponds to mestizo women 37 8% corresponds to native Maya women 6 75% to mestizo men and 33 8% to native Maya men The attention rendered to Maya etnia in general is of 71 6% and to mestizo etnia of 28 4%



2 Number of credits with delayed payments due

In relation to the delayed payments portfolio we may consider that one of the factors that affected the commercial system of the zone was the long dry season of the past summer. This same situation affected the agricultural production and some personal health problems of the users. In relation to the amount granted (Q 618 500 00) we can consider that delayed payments (Q27 157 12) is equal to 4.39%. In relation to the amount of users (69 in total) the persons with delayed payments (11) can be considered to be 15.9% of the total and in relation to the recovery of the portfolio of Q618 250 00 Q190 607 57 equals Q427 642 43 reflects as follows. Delayed payments credit divided by amount to be recovered is equal to 6.35%



STRATEGY OF EDUCATIONAL CREDIT AND DECENTRALIZATION OF SERVICES OF THE MICROENTERPRISE COMPONENT

In January of 1997 facing the need and the obligation of promoting and diversifying the socioeconomic development of the Municipality of Barillas characterized by an agricultural vocation and at the same time with a high percentage of young men and women returned from Mexico the "COMMUNITIES IN TRANSITION PROJECT" (PCET) executed by the Canadian Center for International Studies and Cooperation CECI with the financial and technical support of the International Development Agency of US/AID implemented the project for support to the microenterprise

Initially a diagnostic of rural participation was made with the object of learning about the experiences of other entities as well as consultation to the communities. This information when collected allowed us to share experiences as well as positive and negative lessons which added together gave us elements to define the strategy most closely adequate to the reality of the municipality. This was the way the processes and mechanisms of the Project became clarified promoting the strategy "EDUCATIONAL CREDIT". A very important element in this process to execute the microenterprise component "COMMUNITIES IN TRANSITION" was the responsibility and common will of all the actors and sectors involved together in the same. The process itself constitutes a school for everyone from the beginning of the planning the signing of the agreement with a local organization to train the farmers in the process and credit administration going through the credit regulations with a national bank and the promotion in the field. It was an exercise of human and labor interrelations as well as support in a single direction where the main actors joined their efforts in search of the common welfare of the microentrepreneurs both men and women of Barillas

The PCET conscious of the basic needs on the zone decided to decentralize the most common services planning for this effect concrete strategies in which the farmers could have access to a direct benefit by way of the credit or through the training which in itself opens up a panorama and an enterprise view in order to be able to own an activity improving the family income considerably. In this order services and microenterprisal activities have been carried out where there were none before or some of the activities lacking resources have been strengthened

The concept of Educational Credit must create sufficient space and be considered as a tool for achieving the desired development implementing a strategy designed by the program of the microenterprise to give direct support to the microentrepreneurs of the rural area of the communities in transition. In developing the educational credit promotion in the field the persons responsible for this activity are the promoter and the technician who openly facilitate the information and the support to the elaboration of the applications men or women s

The concept must be interpreted also as flexibility and openness on our part in the face of the socioeconomic reality of the region and of the population represented by the farmers of the area covered by the Project

During the promotion activities we have carried out directed to entrepreneurs we have seen the importance of clearly and simply defining the difference existing between a donation and a credit. We dedicated ourselves to explain that the credit must be seen as sustainable in the sense that the reimbursement be effective in its opportunity to the effect that the same funds that are recovered be the support to other microentrepreneurs with equal needs. Besides the farmers must be made conscious of the need for solidarity existing in their communities and seriously assuming the acquired obligation with the delivery of the credits in the sense of reimbursement which is part of the sustainability and that the future of development is practically in the hands of the users

To carry out this type of activities we have created pre credit training which shows us that persons instructed in

the use of the economical resources are able to manage financing and comply with the obligations brought about by the granting of credit. The training and management of educational credit has been structured with the vision that in the foreground the market and its realities must be attended to and be interpreted according to a real need as well as become adapted to the economical way of life of the farming entrepreneurs.

Within the process and management process we have also agreed to propitiate an active and dynamic training that is convenient and not only presented in theoretical classes and that includes participating workshops where each person is motivated to be accompanied by their spouse to the effect that the microenterprise be of the family type with equal rights and considering that the man goes out to work in the field and it is the wife and children who are sometimes in charge of the chores in the microenterprise.

In order to carry out the pre credit training and follow up before making a study of selection among persons offering their services we have asked a Guatemalan NGO qualified by experience called HEAD OFFICE OF SERVICES FOR DEVELOPMENT "CESIDE" qualified by its experience to develop a specific methodology for entrepreneurs and rural non-literate enterprises allowing us to eliminate barriers due to lack of studies or the language barriers. This strategy permits us to facilitate the process of administrative technical training in the native language of the microentrepreneurs.

EDUCATIONAL ASPECT OF TECHNICAL TRAINING

For us within the microenterprise component it is important to develop and make the best use of the local human resources in the region of Barillas where technical training aspects are referred to. Therefore we have elaborated a WORKSHOP GUIDE for entrepreneurs who want to render their services to the CECI/AID project as instructors in arts and crafts who at the same time had the opportunity of updating their knowledge and pedagogic formation before starting the training activities. To the effect a pedagogical manual was elaborated for the local instructors and they were then trained under the logo WE CAN ALL TEACH AND WE MUST ALL LEARN. In this order of ideas we find that there are good craftsmen who know their work but lack the proper methodology necessary to transmit their art to the participants.

In order to implement the technical training selection of instructors was made with a lot of attention given to technical training since it must be both educational and for communal development. Therefore emphasis was made on the instructors need to educate the persons in relation to the adequate use of natural resources the importance of caring for the environment and being trained in some art or craft.

Some examples of topics discussed with the trainers

- 1 What are the natural resources?
- 2 What is the difference between renewable and non renewable natural resources?
- 3 What is a forest and how is it formed?
- 4 What benefits does a forest provide to humanity?
- 5 Forests are providers of raw materials

Besides being a need Technical Training is considered a possible source of diversification of activities or new rural entrepreneurs who will then have the adequate tools to render new services and form part of the development in the communities. They will be able to join productive activities promoted by the microenterprise through Technical Training Pre credit Training and the corresponding financing to strengthen or create a microenterprise that will be hiring laborers in the future. For this and many other reasons we offer the opportunity to train persons in some craft that may be necessary to the community where they reside in a selective manner. When specifying the term selective we want to define that it is necessary to identify persons with a vocation in some particular art or

Members Organized Groups

Communities	No of Members	Services Received	Type of Organization	Level of Recognition
Yulmacap	25	Funds for commercialization Pre harvest credit cardamom driers radio communication technical assistance for organic coffee and cardamom support to internal organization	Agricultural Committee	Departmental Government
Tzalampinul	24	Funds for commercialization Pre harvest credit cardamom driers radio communication technical assistance for organic coffee and cardamom production support to internal organization	Agricultural Committee	Departmental Government
Rio Azul	17	Cardamom drier technical assistance for organic cardamom production an support to internal organization	Agricultural Committee	Departmental Government

Groups Associated with an Initial Organization

Communities	No of Members	Services Received	Type of Organization	Level of Recognition
Morelia	29	Commercialization funds Pre harvest credits motorized pulp removers ra communication technical assistance for organic coffee and cardamom production and support to internal organization	Group of Members	Registered Association Member
Balli	10	Pre harvest credits technical assistance for organic coffee production	Group of Members	Registered Association
La Palestina	9	Pre harvest credits technical assistance for organic coffee production	Members Group	Member
Nueva Esperanza	24	Commercialization funds pre harvest motorized pulp removers technical assistance for organic coffee production and support to internal organization	Group of Members • GAT ANACAFE	Registered Association Member
Nueva Ame	14	Pre harvest credits motorized pulp removers technical assistance for organic coffee production and support to the internal organization	Group of Members	Registered Association Member
La Florida	7	Pre harvest credits technical assistance for organic coffee production	Group of Members	Registered Association Member

• GAT means labor support group (LSG)

2) The commercial members had an internal organizational process focused towards obtaining the following results

- > Strengthen the formally established organizations at internal organizational level
- > Strengthen the administration and negotiation level of the organizations
- > Support these organizations so they can diversify their services to their members
- > Improve the members collection and commercialization processes of coffee
- > Have more safety in the commercial operations with the association

Commercial Members

Communities	Users	Services Received	Organization	Level of Recognition
Quixabaj	30	Commercialization fund radio communication technical assistance for organic coffee production and at internal organization level	Cooperative	* INACOP
Chojzunil	51	Pre harvest credits and technical assistance for organic coffee production and at internal organization level	Cooperative	INACOP Municipality
Crinolina	15	Organic coffee certification Responsibility to deliver organic coffee to ASOBAGRI	Farmers Group	
Chocola Grande Chocola Chiquito and Buena Vista Palo Grande	16	Organic coffee certification Responsibility to deliver organic coffee to ASOBAGRI	Farmers Group	Departmental Government
La Floresta and II	26	Commercialization Funds	Credit Committee	Municipality
Momonlac	22	Agricultural and organizational assistance Group with the possibility establish commercialization contract with ASOBAGRI	Farmers Group	Without recognition

*INACOP means National Institute of Cooperatives

3) Potentially associative groups

Another one of the organizational processes developed was the direct support given to communities with productive potential for coffee and cardamom and that permitted them to obtain the following results

- > Start a basic process of community organization to generate the space in which to develop training and negotiation processes and contact with formally established organizations such as ASOBAGRI
- > The organization moves around the satisfaction of interests and/or needs as the ones described below
 - * Canalization of funds for establishing new coffee plantations
 - * Adding productive infrastructure to process their agricultural products
 - * Commercialization of their coffee and cardamom production at fair prices
 - * Access to services the association renders to the communities

- Make use of the experience generated by the association in quality control and coffee and cardamom commercialization

Groups in the process of organization

Communities	Users	Services Received	Type of Organization	Level of Recognition
Puente Alto plus Yulanca Yulatizu	10 2 1	Organizational and agricultural assistance Support to organic coffee certification	GAT from ANACAFE	Municipality Group recognized by ASOBAGRI
Victorias Chancolin	30	Radio service support to Certification and associative commercialization of cardamom	GAT from ANACAFE	Group recognized by ASOBAGRI
Maxbal	14	Support to certification and associative commercialization of organic coffee	Farmers Group	Group recognized by ASOBAGRI

RECOGNIZED GROUPS

The process of recognizing the organized groups established to this date is placed in the following three levels

1 At community level

An information and consultation process starts at the interested community members level and a validation of an initial application submitted to the institution on the requirement of a particular support

With this process the application is guaranteed at community level even though only one particular group is responsible for the execution of the project This one is well recognized and identified in the community It also permits the whole community to be able to become integrated into the process if anyone wishes to do so

2 At ASOBAGRI level

The process of recognition that the association may perform on two levels

- 1 Identify the members of a group as direct members
- 2 Identify the members of a community as members of a group that may have access to the association services

3 At municipality level

The recognition that the municipality of Barillas gives to the groups is shown on three levels

- a) By granting honorability letters to the members of a group as recognized members of a community
- b) By authorizing Minutes Ledgers duly collated
- c) By recognizing the committee that develops the activities stipulated in its bylaws

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4 At Departmental Government level

This instance renders recognition and legal support to the groups that have carried a process and that allows them to carry out the activities stipulated in the bylaws. To the effect, the following certificate is issued: Credentials to each member of the Board of Directors where the organization is recognized, as well as the position he/she occupies.

This process of recognition allows the basic organizations to have the following advantages:

- > Rely on the recognition at community level and at a determined point be able to rely on them to
- > Rely on the recognition of local second level instances that may support them with labor, experience, and resources
- > Rely on the recognition of the local and regional authorities that acknowledge them and support their projection, representation, and negotiation activities.

I ANALYTIC REPORT

a) Elements of sustainability obtained

The experience generated in the past three years by ASOBAGRI in organization, administration, commercialization, and credits, permits the reliance at the moment on a local instance, specialized and trained in the commercial processes of the two main agricultural products of the region: coffee and cardamom.

The support given to the ASOBAGRI was projected with the objective of generating basic organizational processes in communities with potential productivity, and also to increase the credibility processes of the communities, receiving more services and direct benefits from the association. This situation has permitted the same to project itself and that the members gradually begin to appropriate it.

Of the stronger groups that became organized and that received support at community level, all of them, with potential productivity for coffee and/or cardamom, some joined the ASOBAGRI and others are in the process of joining. This fact permits the organizational continuity of the community members, while continuing the organization of the ASOBAGRI at community level; they are also able to rely on basic groups generating experience in organization, managing productive projects as in the case of the groups who manage the cardamom drier projects.

Three organized groups of members from ASOBAGRI at community level are tied to a specific project (cardamom driers), which conditions their permanence as a group. At the same time, they are strongly linked to the association by the credit received, and by the commercialization channels. These groups are solid pillars of the association, and at the same time an example of collective agricultural enterprises among the communities.

The involvement of some of the associated groups of the communities with a representative of the Board of Directors of ASOBAGRI, generates an appropriation process of the members to the association. The involvement of community members at this level makes the association authentic.

The integration of operational committees inside the Board of Directives (integrated committees: credit, commercialization, production, and education) allows the same Board to visualize the different components around which the association's development turns. It is at the same time the beginning of the Board's organized involvement in ASOBAGRI's work.

The administrative personnel in ASOBAGRI has developed capacity in the association's specific areas credit commercialization an established accounting system and this added to the physical resources of the association facilitates the services rendered to the direct members and to the commercial members it also gives it a better capacity to negotiate funds from other entities whose purposes coincide with the association's purposes

Already established institutional alliances have worked towards strengthening ASOBAGRI This situation has permitted the association to maintain commercial ties with the cooperatives and to begin to negotiate agreements with ANACAFE to obtain funds for new coffee plantations The abovementioned allows the association to have a good projection towards its members while extending its involvement and its public area

b) Main accomplishments as success factors

Organizational and enterprise strengthening of ASOBAGRI

Knowledge of the past of ASOBAGRI and its real situation in the different components of its institutional development was a determining factor for decision taking on the lines of action for its recovery It is important to mention that its diagnostic revealed almost total weakness in its organizational and administrative structure on a practical level Such weaknesses may be visualized in the following details

- > Distrust of the members because of informality in administration and organization due to lack of information on a general level
- > A 25% representation of community members in the Board of Directives who are not included in the taking of decisions
- > Division and lack of organization of the directives work
- > Decisions are taken at the Honor Tribunal level whose members were self appointed and by some members of the Board who were not elected at the general assembly since this last one was represented mainly by persons outside the association
- > There is no established accounting system nor inventories
- > Use of informal documents supporting expenses already effected
- > Executive personnel without experience in commercialization organization and administration

Overcoming the mentioned weaknesses needed the design of strategies whose results could be

- 1 Democratization of the Board of Directors**
- 2 Overcoming administrative incapacity and the enterprise vision of the association**
- 3 Basic organized groups from ASOBAGRI at community level**

1 Democratization of the Board of Directors

To achieve representation of the communities at directive level in ASOBAGRI a chain of actions were taken which are described as follows

- > Selection of leaders from the association at community level and also from farmers who could lead it with whom

educational experience tours were made as well as exchanging experiences. This situation permitted them to know about experiences that other organizations similar to ASOBAGRI have had in developing their own organizations. During these tours some directives of the association also participated.

- > Awareness and training of the agricultural promoters closest to the members in the field
- > Selection information and training to the leaders in the communities
- > Designing of a promotion campaign of the ordinary assembly where promoters and ASOBAGRI personnel are involved visiting the most populated communities where participation of members is encouraged

2 Overcoming administrative incapacity and the enterprise vision of the association

Improvement in the administration and in the services of ASOBAGRI to its members implied taking the following actions:

- > Granting the association physical, human, and financial resources
- > Contracting audit firms to establish financial statements and accounting assistance
- > Signing a three-way contract among CECI/ASOBAGRI/G14
- > Consultation and general training to the Board of Directors
- > Updating the credit regulations and the internal function regulations, currently being revised by the Board of Directors, and waiting for its authorization by the general assembly
- > Counseling in definition of the administrative personnel's functions
- > Involvement of the Board of Directors in specific areas of the association, such as credit granting, follow-up of collections, representation, and negotiation. The total democratization of the board of directors achieved in 1998 meant integration of operational committees within the board, which is translated into more involvement in the association's work.

This established process has permitted:

- > Visits from the board of directors to the communities with members who benefit from the services rendered by the association
- > More responsibility on the part of the directors in the activities of the association (commercialization, credit education)
- > More identification of the members
- > More and better quality services to the members
- > More credibility from the communities in the association's activities
- > Larger motivation for organized work when identifying concrete benefits in associative work
- > More proprietorship of the association's objectives
- > A more efficient administration, establishment of an accounting system, use of controls and legal documents
- > Larger recovery of credits in default

3 Basic organized groups from ASOBAGRI at community level

In organizing groups in the communities we found a series of difficulties rooted in short term expectations of the people in the communities. Cited are some of the following:

- > Receive a better price (different and immediate) for coffee and cardamom than in the local market during the harvest
- > Obtain donations to establish plots for coffee and/or productive infrastructure projects
- > Pre harvest credits and others without major requisites
- > Credits without major requisites for individual not collective productive infrastructure projects to generate short term earnings
- > Apathy towards the organization due to negative results obtained in the associative commercialization since the advantages derived from it have not been visible. A large number of farmers believe that the result of becoming organized has to be obtain external financing

To satisfy the farmers' expectations on a short term (from 1 to 3 months) was not feasible since ASOBAGRI was being rebuilt. Therefore it still had not enough experience in the pricing of coffee and cardamom in the local markets. Competition was too strong, it did not handle a credit portfolio to establish new coffee and/or cardamom plantations, and the PCT as such did not have resources for donations.

Faced with this situation, the actions were focused towards generating another experience in organization, which implied:

Promotion of services that the PCT could render to improve economically in the zone, making the basic studies and granting priority attention to some communities.

There are groups that survived in order to obtain pre harvest funds from ASOBAGRI such as Morelia, Nueva Esperanza, and Nueva America.

There are groups that continued receiving counseling as to the manner of organizing themselves around production and associative commercialization. The Puente Alto group is one example of this, since it had only one commercial link with ASOBAGRI for the 97/98 harvest, and it is currently in process of becoming incorporated to the association. The proprietorship the group has had in the process has resulted in a good grade of human development because they consider the support obtained in the certification of their organic coffee an achievement of the group.

The organizational development of the groups that started their organization through a productive infrastructure project and the associative commercialization has been slow due to mistakes shared by the farmers themselves and by ASOBAGRI. However, the start of the stronger groups was around a productive infrastructure project. These last groups are a new experience in organization in the area of Barillas.

The organizational development of these agricultural committees of Yulmacap and Tzalampinul have been similar while the experience of the Rio Azul committee has been different, since the experience of the previous groups allowed the improvement of the process. The following chart visualizes each group's development.

EVOLUTION OF THE GROUPING PROCESS

DATE	No OF MEMBERS AND DOMICILE	SERVICE RECEIVED	CONFLICTS
Agricultural Committee Tzalampinul			
To May 1990	10 members 6 from Yuljobe YULMACAP and 4 are from Tzalampinul	Commercialization funds 2 cardamom driers and radio communication	Persons who own driers point out that the members of the committee are not totally from Tzalampinul thus causing conflict of interests They also say that the 2 driers were donated for the community
June 1998 on	10 members who are from Tzalampinul	One cardamom drier and radio communication	Conflict is resolved It is cleared at community level 6 members from Yulmacap are transferred and the drier that is already in the place is left to the committee at Yulmacap
Agricultural Committee Yulmacap			
To Feb 1998	13 members who are from Yulmacap	Commercialization funds 2 cardamom driers and one radio for communication	
June 1998 on	19 members Increase in members is due to the incorporation ration of 6 ex members of the Tzalampinul group to this one	3 cardamom driers and one radio for communication	
Nov 1998 on			Conflict of interests between principal members of the Board of Directors and some associates
Rio Azul Agricultural Committee			
April to Sep 1998	22 members who are from Rio Azul	They are negotiating cardamom drier	
Oct 1998 on	11 members who are from Rio Azul	1 cardamom drier	

Normally of the members of the groups who start their grouping interested in executing a specific project not all of them have the capacity of assuming total responsibility to comply with the conditions offered by the financing company for the credit This situation explains the case of Rio Azul group that started with 22 members to negotiate a cardamom drier finally only 11 members have assumed the responsibility and executed the project thus guaranteeing the same one s operation Currently these 11 members are in the condition of providing the opportunity to those who left and to others of becoming integrated into the group

COMPARATIVE ANALYSIS ON THE GROUP S STRENGTHS

Aspect to Compare	TZAAMPINUL	YULMACAP	RIO AZUL
Avalability to increase number of members	100% members agree to allow more members to enter the group	70% agree to allow more members to enter the group	90% members agree to allow more members to enter the group
Organization Structure	Board of Directors Committee administration commercialization 2 agricultural promoters	Board of Directors Committees for commercialization administration operation maintenance education and production	Board of Directors Committees for Commercialization operation and maintenance production and administration
Handling funds	All the members are aware of utilities generated There is weakness in the management of controls	The president knows how the earnings and disbursements move he also informs the rest of the members about profits There is weakness in the controls	All the members are aware of the utilities generated There is weakness in the management of controls
Commer cialization	100% associative The committee in charge markets the product of the total of partners	Associative but sometimes the members bring their own product to the warehouse due to leadership problems	100% associative The committee in charge markets the product of the total of partners
Leadership	Democratic	Authoritarian	Democratic
Group follow up	Strengthening in organization administration and group projection	ASOBAGRI reorganization and strengthening in all aspects	Strengthening in organization administration and group projection

Currently the market found for cardamom at the end of 1998 has changed the scene permitting the change in defining "Associative Commercialization" at ASOBAGRI level as well as at group level

The economic benefits obtained by the associates by means of the organization lie in their capacity to organize in managing the project the human development obtained during the negotiation process the associative commercialization and the interchange among the members themselves A very concrete fact about the economic benefits is the following

- Eleven embers of the Rio Azul group dry 44 qq (4400 lbs) of cardamom in cherry stage
- 44 qq (4400 lbs) of cardamom in cherry stage equal 9 qq (900lbs) of dry cardamom
- The cost of processing one quintal (100 lbs) of dry cardamom is Q88 00
- The commercialization of 9 qq (900 lbs) is Q 282 00
- The commercialization cost for 1 qq (100 lbs) of dry cardamom is Q 31 33

Previously when the communities were not organized some persons sold their cardamom in cherry stage to the intermediaries at a very own price. Some of them sold their cardamom dry but their commercialization cost was too high spending up to Q 138 00 to sell 100 lbs. this cost can decrease when the marketable value increases. But normally they market from 1 to 3 qq. From the aforementioned data we can deduce that the farmer saves 77 30% of the cost of marketing when he sells one quintal (100 lbs) of his dry cardamom associatively.

The same costs for commercializing cardamom are applicable to coffee.

Now the individual benefits obtained for associative commercialization can be seen by the members. The organization strategy of the groups that have cardamom driers is now based on the need for associative commercialization in the better quality of the product in the financial management and in maintenance of the project. The manner of administrating the project permits incorporation of new members since paying the drier depends on the volume of cardamom in cherry stage that the member will dry.

The abovementioned experiences have permitted other communities to become interested in starting a similar process.

Inter institutional coordination

One of the work strategies encouraged by the Communities in Transition Project in the area of Barillas to obtain the achievement of their economic goals was to encourage the inter institutional coordination. It has been decisive on a larger or lesser form in the project's development during these 3 years.

The agreement with the Project ALA 91/21 produced the participation of a few farmers associated with ADICBA Association for Community Development of Barillas to some training promoted by the PCT while managing the loan of some sewing machines from ALA for training in the Microenterprise project.

The agreement with the Cuchumatanes Project produced the strengthening of the Chojzunil Quixabaj cooperatives in the areas of organization, associative commercialization, production and the Woman and Gender program. The last component has expanded largely in La Floresta. The impact of this coordination can be seen in the women's organized groups, the commercial relations between the cooperatives and ASOBAGRI and the production improvements.

From the coordination with ANACAFE there are collateral achievements such as the fact that it installed a Reuters price screen to obtain coffee prices in the area apart from the fact that this national association has extended its intervention zone in Barillas. At the same time the coordination allowed the participation of farmers in 1997 and 1998 at the International Coffee Fair, the first one in New Orleans and the second in Denver, Colorado. This fact has permitted the ASOBAGRI coffee to become known in the international market and has resulted in the improvement of the prices in the production of organic coffee of its members.

The coordinations among CECI/AID, ASOBAGRI and CESIDE were the link that allowed the adequate management of the trust that has brought benefits to the farmers.

It is necessary to mention that the trust has had an impact in BANRURAL's development since to July 1996 the bank operated with a capital of 2.5 million quetzales with 3 persons working the operations. The agreement brought an increase of 130% investment capital from the bank in the area which demanded a better quality in its services such as changing its installations, contracting more administrative personnel (currently 10 workers), adopting the electronic data processing system for the operations among others. Another impact that the trust installation in the bank had was to extend its area of services and thus the number of beneficiaries. This situation made the central bank provide more support and invest more of its own capital in the area. Currently BANRURAL is investing a capital of 13 million quetzales there without considering the trust from the CECI/AID agreement. The bank is now in

condition to negotiate other types of agreements since the quality of its services has improved considerably

The coordination with FEDECOCAGUA brought benefits for the Chojzunil and Quixabaj cooperatives since for the 96/97 crop and through ASOBAGRI FEDECOCAGUA assumed the cost of transportation of each quintal (100 lbs) of coffee that the cooperatives delivered to the association. At the same time the benefit extends to ASOBAGRI because the installations where the association is currently based belong to FEDECOCAGUA.

The closeness achieved with the local government has been another way of joining efforts and has remained so during the past three years. For 1998 the UTM Technical Municipal Unit granted through the municipality the program of ARC VEW and the data base from the Digitalized Cartography department in the area while there were training programs for the use of the program and of the data base. A cartographic atlas of Barillas was delivered to them and a copy of the results of the analysis on the use of the soil in the zone. At this time this is the type of link with the local government and it is expected to improve according to their expectations of the project.

From the above we estimate that the coordination strategy of inter institutional coordination launched has allowed the different components to complement each other and to synthesize their energy in developing the zone.

At the beginning of 1997 a more ample space for inter institutional coordination in the area of Barillas began to be negotiated and which became a reality at the beginning of 1998. One of the more important promoters was CECI/AID. This Inter institutional Coordination is integrated at first by NGOs and then the TMU Technical Municipal Unit started to be motivated to become part of the same. Currently the coordination is integrated by 21 organizations of which CECI/AID, DECOPAZ/CECI, MINUGUA and the Barillas Group (conformed by 5 NGOs) form part of the coordinating group. As of now the coordination has operated as a space for information exchange for training and for analysis of local interest topics for the members. This space is very important for exchange and a very important step in integrating into the municipality the capacities of the organizations that intervene in the area.

c) Lessons learned or general comments

To make a development project successful it is important that the executors be aware of the beneficiaries' logic of thought which permits the taking of correct decisions in designing the process for execution.

Any type of economic development project must be accompanied by direct support to the beneficiaries' human development. From the level of human development achieved by them the sustainability grade of the project largely depends.

Exchange among farmers on the advances and problems in organizational life bears fruit since the experiences socialize and allow a group to adopt the experiences of other groups depending on its situation.

The inter institutional coordination must be a working strategy in developing any project in a specific geographic area where several organizations interact. It allows each one to focus its energy guided by a logic directed towards strengthening an integral development project and not a fragmented development project.

The organizational development projects must move towards a working rhythm and effort from the beneficiaries and not of the external consultant otherwise a fragile organizational structure is created.

In developing any project the strategies used must clearly evidence that they search for proprietorship and the involvement of the beneficiaries and executors in the negotiations. This is the only road towards creating a solid base that guarantees the continuity of the promoted process in the target group.

III ORGANIZATIONAL AREA

2) NEGOTIATION AND RESOLUTION OF CONFLICTS

EXPECTED RESULT **number of mediators acting to resolve conflicts without violence**

ANALYSIS OF EXPECTED RESULT

ICCPG Activities in Barillas

The achieved results reported by ICCPG (Source Technical cards developed by CECI FDD)

To measure the project's impact 105 interviews have been made to this day with representatives of the communities and groups that were assisted

The sample (105 persons) represents 17.20 percent of the total and seeks to appreciate the degree of acceptability and application of the contents delivered in the process

From the total of persons interviewed 78% indicated that they had used negotiation mechanisms after the training received

Of the persons who applied for negotiation mechanisms 50% indicated that they had directed the actions to community conflicts 30% towards conflicts related to the coffee activity and the last 20% towards problems related to the family and others

Records show 155 actions executed from the sample indicated above. Given the fact that the sample is less than one fifth of the total of persons assisted it may be concluded that the number of actions (in the case all were interviewed) surpasses the indicator presented at the beginning of the project (600 actions focused towards promoting the organizational, microregional and commercial strengthening of the community)

The degree of acceptance, broadcast and knowledge of the topics imparted has been extended to most of the municipality's population

The number of demands from different sectors and groups (including applications from other municipalities) increased in respect to the previous year of execution

The ICCPG also registers the following results and products in relation to its respective indicators of compliance and success for the program

ICCPG Results

Twenty nine workshops on Negotiation and the Conflict were developed with 826 persons representatives of organizations, education promoters, women and youth groups who assimilated from 60 to 80% of the contents (according to evaluation). An average attendance rate of 28 persons was achieved. From the total of persons assisted 250 (30%) were women and 576 (70%) were men

Of the 29 workshops imparted 22 correspond to the CECI/AID project groups: Communities in Transition

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The first two day workshop on Resolution of Conflicts and Penal Justice was executed with 82 persons participating 200% more than expected The degree of assimilation of the contents according to evaluation was 78%

Of the persons assisted (during two workshops) 17 were women and 65 were men

INTERVENTION STRATEGY

The Guatemala Institute of Comparative Studies in Penal Sciences (ICCPG) is a non governmental non lucrative organization of technical academic and scientific character The institutional mission of the ICCPG is directed towards strengthening civilian society and the democratic state of right in Guatemala It also promotes rationality of social violence To this effect the Institute is based on four main central themes (1) administration of penal justice (2) alternative means for conflict resolution (3) administration of justice for children and adolescents and (4) human rights The technical intervention scenes identified by ICCPG for its institutional action are generally the different spaces of conflict in the organized civilian society including specifically the university sector justice operators the Congress of the Republic and the news media

ICCPG proposal for Barillas

Related to the definition of the problem that ICCPG puts forward in the zone of Barillas from February 1997 to March 1999 the documents revised (source Technical cards developed by CECI/FDD) establish the following

In 1997

Divisionism prejudice and fear are elements that identify the daily lives of the population in the municipality of Barillas

The alternative means to resolve conflicts which were once applied to solve them have been relegated and substituted by actions and attitudes derived from internal violence this also provokes that problems easy to solve on occasions derive into much larger problems

In 1998

In the municipality of Barillas in the Department of Huehuetenango the aftermath of internal armed conflict in Guatemala is reflected

This problem has its own characteristics manifested by conflicts of ideological type interethnic kind because of land inter institutional and others

All these problems reflect in their turn the most important economic activity of the municipality the production and commercialization of coffee

Other relevant elements cited in the ICCPG's capacity to face the problem

The foreseen activities allowed deeper exploration into the problems of the region Intercommunal problems derived from the commercialization of coffee were found

A wider vision of the conflicts is obtained in the advance of the activities and the technical intervention of ICCPG at the meeting grounds (NGOs international national and municipal organizations)

Intra/interorganizational conflicts are identified and consequently potential groups to be assisted by the program

Objectives and Activities of the CECI/ICCPG Resolution of Conflicts Program in the Zone of Barillas

In relation to the main objective presented for the development of a resolution of conflicts program in Barillas the ICCPG proposed

In 1997

Facilitate practical tools for analysis and intervention of conflicts to key groups in the area of influence of the project COMMUNITIES IN TRANSITION of CECI/AID through practical means for handling conflicts efficiently and thus support the development activities carried out in the community

In 1998

Facilitate knowledge and useful tools on resolution of conflicts negotiation mediation and penal justice to key groups in the municipality of Barillas towards the end of encouraging processes that allow better social cohabitation a sustainable organizational negotiation and the strengthening of the State of Right in the community

In itself this relates to the following FDD objectives

In 1997

Strengthen the organizations working in defense and promotion of human rights and in the country s democratization

In 1998

Strengthening of the civil society
Improve juridical-legal practices and combat impunity

III ORGANIZATIONAL AREA

3) WOMAN AND GENDER PROGRAM

EXPECTED RESULT **number of organized and acknowledged groups**
expected target 12 groups
achieved target 14 groups

INTRODUCTION

Within the project Communities in Transition of CECI/AID the identification process of women's needs both practical as well as strategical was carried out by means of a basic study and of specific investigations as to the theme with various community leaders national cooperation agencies and non governmental entities. Among several factors that characterize rural women's situation in Barillas (of which lack of access to ownership of real estate to resources such as education and training a single language and illiteracy are the most prominent) a chronic lack of participation was evident. Women did not integrate communitarian organs of representation within which they had neither voice nor vote. Neither rural women nor men in Barillas considered the participation of women in public nor in training positions important.

Lack of participation of women was linked to a series of limitations such as the large number of children strong load of work timidity illiteracy and one single language. Over all this the absence of awareness in both sexes as to the possibility that women could participate and the lack of positions that would allow them to reflect on the importance of their participating to achieve the communities' development.

The project considered it very important and necessary at the very moment of the Peace Process in Guatemala which focuses precisely and particularly the participation not only of the native Mayan sector of the population but also of the Guatemalan woman to identify a viable strategy that permits diminishing the difference in participation between women and men in the development activities of their communities. However it is practically impossible to fight on all fronts at the same time the important part was to select the kind of activities that can harmonize with other activities of the PCET and that permit generating a change on a medium term. Besides it was evident that the rural woman in Barillas has an important participation in coffee production particularly during the harvest. It was very important to involve women in the training processes that seek to improve the path of quality in the production of coffee.

The level of sensibilization of several actors in the zone as to the women's situation deeper investigations in the areas of intervention and establishing links of trust with women forced us to question the working strategies referring to Gender. Throughout the zone of Barillas defenders of women's causes mostly do not come from the region. The top priority was empathy and respect for the differences perceived. Reality itself showed us that the best form of working Gender was not through conferences workshops or training designed in base of theoretical documents contradicting the culture and the religion of both men and women but through all the work we realized with them. Supposedly the same conditions of equality as with men could not be visualized previously if they were not provided with elements that raised their self esteem and their credibility for participation. From there the idea of working the capacity of women to manage projects has been a slow process however at this time we can come to the communities and hear more than one comment from men admiring the administrative and organizational capacity of the women's groups in their communities situations that they themselves have come to realize and that makes them declare their self awareness of being able to do many things more in the way of development and support for their families and communities.

ANALYSIS OF THE EXPECTED RESULT.

The organization process that these groups have established have allowed us to achieve essential objectives such as

1 Manage to have regular meetings

Lack of time is an obstacle frequently cited to explain the poor participation of women on a social and community level. If it is true that the woman in the rural area has very important work loads that do not permit her to participate in activities away from their homes, accepting these as a fact place her in a vicious circle that will never allow her to change what is necessary in her life. The project promoted regular meetings among women so that they could identify their own needs and identify projects that would allow them to answer to these needs. Lack of time as such was one of the needs identified and several projects proposed to liberate time for them (corn mills)

The frequency with which women come to the meetings varies since it depends largely on the situation in which they find themselves on an internal level. Some groups meet weekly or every two weeks while the directive groups must meet more frequently to discuss matters that appear unexpectedly with the operative committees integrated to the internal structure of the groups.

Attendance of women to the meetings permit us to identify the permanence and continuity given to the groups allowing the continuity of activities, the taking of decisions by consensus, as well as propitiating the positions that may tighten the bonds of fellowship and solidarity. Besides the difficulty that women may find in meeting regularly, permits the project to work several aspects of Gender with the women and their husbands (jealousy and male chauvinism of the husband, domestic chores, care of the children, and others.)

Currently we have the following results

Name of the Group	Community	No of members	No of members meeting regularly	%
Flor de Naranja	Puente Alto	21	19	90%
Flor de cafe	Chojzunil	22	16	73%
Villa de Guadalupe	Victorias Chancolin	10	10	100%
Flor de Pascua	La Floresta	36	30	83%
Las Mariposas	Las Brisas	23	20	87%
Monja Blanca	Nukwitz	40	34	85%
Nueva Union	Quixabaj	11	10	91%
Las Margaritas	San Francisco Momonlac	28	20	71%
Santa Maria	Momonlac	29	27	93%
Las Palomas	Piedras Blancas	24	20	83%
Ixmucane	Yulmacap/Yuljobe	39	39	100%
Las Estrellas	San Jose Maxbal	29	27	93%
Women s Committee	Yalanca	28	26	93%
Women s Group	Santo Domingo Chiblac	20	15	75%
TOTAL		360	313	87%

In spite of the fact that currently the only institution giving direct support to women is the CECI/AID we can see with great satisfaction that one of the great achievements in the area of Barillas is that at this time there is active participation of women not only in quantity but in quality and that even faced with limitations and obstacles they have taken possession of their organization and are identified with it. In the evaluations that have been made in the meetings women have manifested three reasons for meeting with regularity. To discuss the operation and function of

their projects to solve problems if existent to jointly review their income and expenses and to see how their organization operates and which are their problems at the same time they try to solve these problems reasons that make them feel that they belong and are responsible for their groups

2 Number of women legalizing their organization

The legalization process that the groups have followed may be defined at 3 different levels at community level municipality level and departmental government level with the purpose of strengthening the negotiation capacity of these groups in all local or external entities respecting the legal regulations and foreseeing the sustainability of the same

The legalization of their organization before competent authorities permits them to rely on the possibility of negotiating before any institution or organism to support their activities and to comply with one of the requisites requested to access a formal credit This situation permits women to elevate their self esteem and credibility to carry out projects In total 13 women s groups have been legalized each one with its respective credentials To this time the results obtained at organizational level and group recognition are placed in the following manner

Community	Name of the Group	Type of Organization	Level of Recognition
Puente Alto	Flor de Naranja	Women s Committee	Department/Govern
Chojzunil	Flor de Cafe	Women s Committee	Department/Govern
Victorias Cancolin	Villa de Guadalupe	Women s Committee	Department/Govern
La Floresta	Flor de Pascua	Women s Committee	Department/Govern
Las Brisas	Las Mariposas	Feminine Committee	Department/Govern
Nukwitz	Monja Blanca	Feminine Committee	Department/Govern
Quixabaj	Nueva Union	Women s Committee	Department/Govern
San Francisco	Las Margaritas	Feminine Committee	Departmental
Momonlac			Government
Momonlac	Santa Maria	Feminine Committee	Departmental
Piedras Blancas	Las Palomas	Feminine Committee	Departmental
Yulmacap Yuljobe	Ixmucane	Feminine Committee	Departmental
San Jose Maxbal	Las Estrellas	Feminine Committee	Municipality
Yalanca	Las Marias	Feminine Committee	Departmental
Santo Domingo Chiblac	Women s Group	Women s Group	Support to
			Group by
			CECI/AID

3 Number of women integrated into men s groups

The integration of women into men s groups such as Cooperatives Microregional Structure and/or Committees representing communities has been limited To this date 21 women are registered in ASOBAGRI as coffee and/or cardamom producers 6 women in the Chojzunil and Quixabaj cooperatives as coffee producing members and 11 women in the DECOPAZ Soloma Santa Eulalia and Banillas Microregional structures The lack of access of women into these positions is limited because of the lack of access to productive resources (land agricultural production) or to the lack of recognition in the importance of their participation in the local development

A substantial achievement of the work developed with the women to this time has been the identification of their potential to contribute ideas and work that contributes to the communities development as well as the great sense of responsibility they possess A concrete example of the woman s participation in the rural area in the political positions has been that recently women in San Jose Maxbal requested the support of the municipality for their census registration and thus be able to appear in the Elections listings Currently no woman has been subject to census registration however the Mayor has authorized a person to come to the community to register women Apparently this may seem insignificant however we are aware that it may be the beginning of their involvement and interest in other positions that are not purely social activities

4 Number of women s groups that handle petty-cash Within the organizational development of a women s group it is important to learn the handling of the economical resources and to rely on contingency resources A substantial achievement with these groups has been the handling of a petty cash box that permits them to rely on cash to cover the small expenses that appear in the project s development It also helps to cover costs for members transportation booth construction and others Regularly the groups handle a petty cash box of no less than Q75 00 and no larger than Q150 00 This money is collected by members dues that the group sets and collects

5 Number of women s groups that manage credits Women start their negotiations to cover some need or special interest The women s groups that currently manage credits to execute projects for corn mills communal store and associative credits for developing productive activities are

Women s Group	Initial Credit	Payments made	Activity Financed	Principal Paid	Interest Paid	Balance
Flor de Naraja Puente Alto	1 700 00 16 000 00	1 12	Store Corn Mill	0 00 5 802 68	20 00 1 459 96	1 700 00 10 197 32
Flor de Pasua La Floresta	14 750 00 7 300 00	7 3	Corn Mill Grain Store	14 750 00	1 195 67	Canceled
Inucane Yulmacap	18 000 00	1	Corn Mill	709 11	407 41	6 590 89
Las Margaritas San Francisco Momonlac	9 000 00	1	Corn Mill	500 00	177 53	17 500 00
Comite de Mujeres Yalanca	9 000 00	1	Corn Mill	250 00	88 77	8 750 00
Monja Blanca Nukwitz Nuca	9 000 00	1	Corn Mill	250 00	88 77	8 750 00
Las Palomas Piedras Blancas	9 000 00	1	Corn Mill	250 00	88 77	8 750 00
TOTAL	93 750 00			2 761 79	3 615 65	70 988 21

6 Number of women that integrate the groups in process of alphabetization

The integration of women into the alphabetization process has carried on our part a series of actions that initially allowed the sensibilization of the woman over the importance of learning to read and write as an opportunity for personal development and also to better manage and administer their projects

Contacts with institutions in the area and with specialty in the alphabetization processes have been established however the limitation is strong in not permitting any real agreement over the cooperation terms

Work has been done with women so that they can be incorporated into the communities where the processes exist and they can become part of them Currently we can mention communities that have integrated to the programs of CONALFA these communities are La Floresta and Puente Alto In this last one the results have meant support to the group since previously the group's secretary had to be supported by another person not being able to read and write After attending the courses she is now able to make inventories and make the corresponding notations besides helping the Treasurer

7 Quality of feminine participation in mixed groups

The importance of women's participation in activities where there is a presence of mixed groups has almost always been at a time when their interests come into view however it has been a slow process where they necessarily had to face their participation in the same group since it has been largely the limitations that have stopped their participation and that have been related to the little trust they have had in themselves the poor credibility that has existed in the work of women and all these cultural patterns that at some time have impeded their participation As to this last one we did not consider it necessary either that they should be cut off from their cultural roots to become capable women What we have searched for is to avoid that because of their culture and limitations they be manipulated not to participate in fact to this moment we have not observed nor have we known of any family problem provoked by their involvement in the groups We believe that women's participation in mixed groups has been gradual however we do not doubt that at any moment it may happen totally In fact we have already started to see changes concretely in Yulmacap where there is a presence of women in the dryer committee and their participation has been the equal to that of men not only in taking decisions they also give their points of view Another case is Momonlac where the conditions have been different however in the two meetings that have taken place up to December related to their corn mill project they have defended their position themselves and have argued their reasons Other activities where it would be easy to evaluate the women's participation would be in the agricultural training activities imparted by the production component where the participation has been the same always based on their interests

8 Inter institutional coordination has permitted the support of women's groups in the following manner

Part of the achievements of the Inter institutional coordination with CECI/PIR was to achieve the reactivation of one Corn Mill Project in Momonlac which had been donated five years ago Regretfully because of the lack of experience of women during this time they did not know how to manage their project It was until the CECI/AID came to the area that the group restarted their project The results obtained have been positive reactivation more than anything was based on ordering and training women in the work they should do in the project as well as start them in an organizational project Parallel to this the legal part of the group was worked they were supported both in technical as well as administrative training All the work that was done with this group even though apparently they had received the project 5 years ago they had not at any moment become involved totally in managing and administering the same At this time the group is totally responsible for the project and part of the evaluation we have done three months later indicates that the group may handle any type of project since they have responded very well Apart from the fact that their organization is slowly consolidating administratively they have obtained good results for in these last three months they have saved Q450 15 after subtracting all the mill's maintenance

expenses

Apart from improving services for women the coordination presents another work option to them focused towards supporting them. Good results have been obtained related to the work realized in vegetable gardens. Currently the work has received follow up specifically in Chojzunil Quixabaj and mainly in La Floresta where one of the reasons the Cuchumatanes project has to keep on working is the good results obtained.

9 Support to groups with technical training

Within all the activities contemplated to obtain good results in the projects there is the technical training. Eight women's groups were supported through their maintenance communities to obtain training about the use and maintenance of corn mills and corn mill motors, the sharpening of disks, each one of these activities will be given follow up. All types of training imparted have always been focused towards the interest shown by the groups, two women's groups were supported with training on candle making and as a result of the initiative proper to these groups, even taking into account the interest of the women, it is also foreseen that these have an economic result for them, so the capacity of the market they will cover is always considered. Some of the women associated to these groups were supported so they could benefit from training in clothes designing, cutting and sewing through the microenterprise. Among these two consider themselves prepared to establish their own sewing shop in their community. We consider that these activities allow the women to develop different activities from the ones they have traditionally practiced, they improve their working capacity and at a determined moment this implies an economic income increase for them and their families.

10 Number of women's groups with productive and service activities

In all there are twelve productive activities functioning within the groups and among these there are eight corn mills, two stores and two candle-making shops. These activities are managed by ten groups.

The two groups have demonstrated positive responsibility since both at the organizational as at the administrative level they have managed themselves very well. Up to this time we have no problem in back payments to the bank. We believe that this situation is due to the real interest existing on the part of the women to manage their projects. We have observed with great satisfaction that two of the groups started with corn mill projects, have not hesitated in working with another parallel project (stores where credit is granted) and this has largely strengthened the organization provoking more credibility of the groups in their communities. These results show us that the process that initiated inside the work with women has been the most indicated since otherwise we could not rely on all this scope of experiences that come to enrich and improve our intervention within the different areas that are worked.

11 Communal Banks

The proposal for communal banks was based largely in responding to the different needs for credit that the women had, however the obstacles found were an impediment for implementing them. One of these was that the number of women did not fill the voids to make this project feasible and another one was the fact that the majority of women members of the groups did not have experience in the realization of a productive activity. Nevertheless a way to obtain credit has been sought that responds in the same manner to the women's request. In relation to this we shall be working with what is called Associative Funds where they will obtain credit at group level. Each woman will work with her activity and each month they will have to collect the total capital as well as interest and on the other hand they will also be assured that there is a monthly savings that will be used for capitalization. We believe in this manner to encourage the rest of the women in the community to become involved in this activity. For the moment we want to make sure that there is a working experience at group level and from then on they will be in charge of reproducing the experience with the women interested in joining the group. If at any moment the conditions are adapted to work in a communal bank we could proceed to implement one however establishing this work modality is not a goal. The only thing we intend ensure is that the group independently from the manner of work they chose may be able to rely on bases that will guarantee the sustainability of their project.

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12 Groups saving 5% of income generated in developing the productive or microenterprisal activities

The following figures apparently show the poor availability in saving of the different groups however we must consider that all the groups except for Momonlac are still in the process of mortgaging their credits at the bank so the savings show figures quite significant to them It is the percentage that they can save internally and that besides does not affect the responsibility of canceling their mortgages on time We believe that at this time it is not the high percentage of money that will show their capacity for saving but it is the fact that they can respond to their credit compromise while having some savings in the bank Another reason for the poor figures shown is that at the level of their communities they also keep a savings fund to cover all the transportation costs needed to participate in the different events carried out in the head of the municipality

Name of the Group	Community	Savings
1 Flor de Naranja	Puente Alto	785 00
2 Flor de Pascua	La Floresta	1189 87
3 Monja Blanca	Nukwitz	250 00
4 Las Margaritas	S Francisco	180 00
5 Las Marias	Yalanca	125 00
6 Santa Maria	Momonlac	3000 00
7 Las Palomas	Piedras Blancas	125 00
8 Ixmucane	Yulmacap/Yuljobe	410 00
9 Las Mariposas	Las Brisas	125 00
10 Las Estrellas	San Jose Maxbal	0 00

13 Number of women trained in technical management of coffee and cardamom

At the end of the year one of the objectives in the area was to incorporate women into the Wet Processing of Coffee For this purpose two communities San Francisco Momonlac and San Jose Maxbal were taken as a base They integrated the training area for production and achieved good participation In the two communities 56 women in total joined the training and with the results obtained it is expected that the incorporation of women will be continued more directly into these processes where they have a high percentage of incidence We do not pretend either to plan a cycle of training workshops and take them away from their communities but to use the harvest time so that these trainings are more practical and obtain better assimilation Through this we would be creating in women the expectation to improve the quality of their coffee and thus respond to the path of quality in coffee that not only pertains to men but forms an important part of the woman s work since she is greatly involved in the process

INTERVENTION STRATEGY

So that the results are positive at the end of the first phase we need to rely on a vision structured and based on the area s reality and where necessarily there is unity of all the criteria that would take us to consolidate the grouping of women This was what motivated us to elaborate the following vision

ORGANIZATION AND PARTICIPATION ASPECT

(WOMEN EMPOWERING) It is intended to improve and strengthen the women s organization in equal conditions to men s without affecting their relations and attempting to contradict their culture and religion at decision taking and power levels in the local institutions and on a wider scope An equal participation is desired both in quantity as in quality of the women in the negotiating committees in the collection centers in the development committees and in other committees in the zone

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STRATEGIES

- 1 Sensitize and motivate the men and women in the communities in relation to the importance of women's participation in development processes in the communities
- 2 Promote common interest training programs for men and women to permit the creation of positions of reunion and exchange of experiences among the women
- 3 Develop an organizational experience in women promoting the organization of feminine groups and carrying out strengthening organizational activities
- 4 Start their formation process in resources administration
- 5 Start them in the management and taking of decisions to direct and execute the project
- 6 Rely on an initial experience phase that will allow them to learn how to access the economic resources and their management
- 7 Start them under support and counseling to learn the management and direction of a project in execution
- 8 Build up conditions that make them subject to credit thus become able to access a bank portfolio how to achieve a savings account mortgaging credits and management of capital
- 9 Improve the women's self esteem through realizing individual or group projects
- 10 Carry out activities to improve the administration and organizational level of the groups and how to sustain them ("Learn by Doing" method)
- 11 Raise the creative spirit and the enterprise capacity in women through training educational tours and credit grants
- 12 Make the best use of the positions allowing persons from the groups or their husbands to introduce and publish the topics of the roles rights and obligations of both men and women
- 13 Start them in their incorporation to positions of communal representation and others

COUNSELING PROCESS

In all the stages of planification the participation and decisions of women were taken into consideration according to the following indications

The level of experience of women in the groups

- The practical and strategic needs of women
- Human resources and local materials
- The strengthening of their internal organization
- Establishment of joint positions of interest both of women and men that will propitiate work joint learning and exchange of opinions and experiences

WOMEN EMPOWERMENT

This process has had several ways of consolidation among which we can mention

- Rely on their own positions for organization
- Rely on their own positions for training and construction of their self esteem
- Start learning the management and direction of an execution program with support and counseling
- Be subjects for credit building up the conditions to access a bank loan learning to save mortgaging loans and handling capital
- Rely on an initial experience phase that permits them to learn access to economic resources and their handling
- Start their formation process in resources administration
- Start them in handling and taking of decisions to direct and execute projects
- Incorporate them into participation and mixed training positions
- Start their incorporation into communal representation positions

WORK LOAD VERSUS WOMAN S PARTICIPATION

The strategies designed at this level may be defined as follows

- In the first stages of nearness to the communities identify the days and hours in which women held positions that allowed their participation and organization
- Promotion of projects of communal benefit that permit handling on the part of organized groups of women and joint work of men
- Identification of projects and activities that permit them to have more time for organized participation and training
- Design activities to allow women s participation in the project activities within their different components

APPROACH TO THE GENDER THEME AND DEVELOPMENT BY OTHER INSTITUTIONS

ANACAFE DECOPAZ PROJECT COUNSELING MINUGUA PIR COOPERATION FROM SPAIN MEDICINE WITHOUT BORDERS have carried out the following actions timely during the past 2 years

- They have opened the invitation for women to participate in trainings
- They have designed specific training activities
- They have designed counseling strategies to identify communal needs
- They have generated or allowed training positions in gender for their office and field personnel
- They have supported the women s initiative for organized participation

BUDGETARY DISTRIBUTION

The support that the project contemplated at this level may be presented as follows

- There were resources to design strategies policies and training programs for farmers both men and women and for the workers of institutions present in the area
- There were personnel to work in the area
- There were the necessary resources to strengthen the organization establishing conditions to carry out productive activities and exchange experiences at internal and external level
- Specific funds were placed at women s disposal to allow them to formulate and execute productive activities

HISTORICAL RECORD I

PUENTE ALTO MRS CATARINA MATEO

Part of our expectations as a project have been to support communities where disadvantages were not only related to economic problems but where the solution of these could also rise from the community itself and that it would be involved inside the processes so that the work carried out was not the vision of the institution and pretend to achieve its goals so that it rises from the priority for Puente Alto a small town situated 22 kms from the municipal head of Barillas at an altitude of 1 540 m above sea level

This community that faces all the problems inherited not only from the high cost of living generated by the economic crisis currently in the country but also because of the aftermath of the Armed Conflict since it was one of the most harshly affected communities having to suffer constant persecutions The survivors had to take refuge in other nearby places to protect their lives

The problems we found when we started our first visits were more than anything as mentioned before economic

There were no organizations specially women s and this may be at some time justifiable first because the participation of rural women has been limited to religious matters then because there are still scars left by the war where the largest problem and part of the persecution had been due to the overly numerous population

No kind of technification was handled then in agricultural matters for their practices So that the community could receive some support it was necessary for them to consider the importance of organizing To give them the institutional support and have more incidence in the area both for men as for women part of the initiative of the community dwellers was to promote the participation of women in a group since they considered that they could also contribute to their communities development These were the reasons that caused the women to become interested little by little in belonging to a group and working suggested by the women Mrs Mateo s vegetable

together seeking always to solve their most immediate needs One of the founding members of the Puente Alto women s group was Mrs Catarina Mateo

She has been a member always active since the beginning and the position she occupies in the organization is as secretary of the group s Board of Directors She is native of this community married and with eight children Her living conditions are similar to the rest of the women in the community with the same limitations as the rest of the women since they belong to the Q njoba culture according to her one of her limitations is not being able to communicate in any other language another is to being illiterate and finally not having access to land The difficulty that meant participating and negotiating outside of the community by the same limitation of women s participation especially their culture and not being aware of aspects related to the handling of crops all this became a challenge for her

From June 1997 when the CECI/AID starts working in the area and supporting the women s group that was beginning to appear the organization process started to get bases with the purpose of obtaining good results in the project they had already given priority to the corn mill Parallel to this and as part of the organizational strengthening it started to give technical support in Family Vegetable Gardens in July 1997 establishing 12 gardens among these Mrs Catarina Mateo s garden She became very interested from the beginning in order to make the best use of all types of training that were being imparted within and outside her community

There had been no previous experience in handling vegetable gardens in the community so a small area close to the houses was planted in order to have easy access to it The principal objective of the gardens was for family food improving and diversifying their diets Native species were used for reproduction as well as other exotic plants and also handling savings accounts and mortgages in

garden has been both a vegetable garden and as a demonstrative garden where the group has jointly practiced planting things that they later take to their own garden. Species such as radishes, pig's foot, carrots, cabbages, coriander, wormwood, garlic, tomatoes, onions, celery, parsley, and medicinal plants, from which besides personal use, some surplus have been sold inside the community along with other community dwellers who have visited the group during their educational tours and have purchased their product. A small part, specially celery and parsley, not very much used in the community, have been sold at the head of the municipality. An average of monthly income has not been possible, but working out some accounts only through the sale of parsley, celery, coriander, and radishes, there has been an income of Q160.00. If we set another example within the same group, Mrs. Angelina Marcos obtained around Q350.00 for the sale of onions, without considering sales of broccoli, radishes, and carrots, of which there are no records.

Mrs. Catarina Mateo, besides having her own vegetable garden, cultivates corn and coffee on a 3 "cuerdas" plot of land, which she has progressively technified, parallel to her husband, and obtaining an income of around Q1,500.00 a year, amount that is a definite financial support to her family.

Among the training workshops where Mrs. Catarina has been involved, there are Organic Garden and medicinal plants Management, training in organic coffee growing, corn management, parallel to training as to how to prepare her vegetables, and training in everything that has to do with organizational strengthening, administrative aspects, account and controls management, processing documents, enterprise vision, and so on. She has also participated in different educational tours, both internally as well as to other municipalities in the department. On the other hand, and because she occupies a position where she is required to read and write, she became involved in the literacy program, where she learned to read and write. This has become a great support from the group. Since she is now in charge of all the controls

the BANRURAL. Currently, the women's group is working in two projects: the corn mill project and a store. These two projects have been managed by means of credits, the first one on a three-year term, where they have done a great job, so for the time being, they believe that their credit will be canceled in two years' time. Everything, thanks to good administrative handling, that is causing all income to come from the corn mill, and that there is enough solidarity among the group.

Once more we can evidence that the execution of a first project does not mean the consolidation of a group, since we have seen with great satisfaction that even though this group has faced hard times in the work of this corn mill project, and they have seen they are at a crossroads point where the limitations, previously an obstacle, are now part of the experience generated, that has allowed them to be secure in any work they do. This is one of the reasons that in December they request the support to work a communal store, considering the good results from the corn mill. Financing for the store was obtained in the same conditions as in the past. Three months later we make an evaluation and an inventory, and the results are positive, determining that the group does not need any more loans to maintain this project. They have already started to capitalize, and if they continue working as they are now, both administratively as well as organizationally, we believe that in April they could have their own working capital and cancel the loan for the store in total. These two projects have permitted them to demonstrate their capacity to manage projects that used to be their great limitation, and are now able to become an exemplary model for the other women and men in their community and other neighboring communities. They have been able to show others that a good work does not depend on having all the appropriate conditions, but in being available and having interest in involving themselves in processes where they can eliminate obstacles little by little, obstacles that were initial barriers for their development, both personally as well as in their group.

HISTORICAL RECORD 2

SAN JOSE MAXBAL

The village of San Jose Naxbak is Northeast of the Municipality of Santa Cruz Barillas 1450 m above sea level with a mildly cold climate and diverse vegetation covering the area. Access to the community is difficult because the entrance is by means of a dirt road that takes you to the community of Nuevo San Mateo then by foot or horseback for approximately 4 hours. The neighbors of this community are native of various villages from the municipality of San Mateo Ixtacan and they began to arrive to this community at the beginning of the 90s with the hopes of acquiring more and better lands to plant coffee, cardamom, corn and beans.

They built their homes in a small valley that was more adequate because it had 2 sources of water. From the day they arrived to this community they have negotiated the purchase of their land legally (documents) through the INTA. Up to the year 1998 there were 54 families in the community. Not all the families came at the same time. From the time they joined the community they began to grow crops like corn, beans, coffee and cardamom. With time they realized that cardamom did not adapt to this region due to its climate.

According to information provided by the neighbors some coffee plots already existed here at the time they arrived to the community and they then started to clean their plantations by removing weeds. These are the only works that have been done to this time.

Because of the difficulty of access between the municipal capital and the community few institutions have come to it until the beginning of 1998 only the Ministry of Education represented by a teacher was there. Later other institutions such as DECOPAZ/CECI arrived.

Before these dates the United Nations Mission MINUGUA has been present in relation to the problems of land conflicts with other communities. In March 1998 a tour around some other villages of the north zone was made visiting the community of San Jose Maxbal as part of the environmental project of the north zone of the municipality plants of the Villalobos and Villa sarchi varieties growing in bags.

During this visit it was observed that there was no technification in the corn or coffee plantations. It was also seen that the neighbors did not know very much about growing coffee either. (They come from an area where coffee is not grown). Aspects such as transplanting plants with bare roots and no handling, nurseries transplanted when they were too big, inadequate planting distance, soil erosion control, coffee planted without shade trees and others.

During this visit some persons declared their interest and need to receive technical assistance so CECI/AID offered this support. In the month of May of the same year I started training activities in organic agriculture so a group of 12 persons interested in this was formed.

Some training topics have been organic fertilization of coffee and corn, soil conservation in coffee and corn, seed selection and improvement also in corn, constructing nurseries for coffee and growing vegetable gardens by the women. All this cycle of training has had an impact among the persons involved since it is now they who are interested in access to all the training programs. We believe that it is the answer to the positive results obtained during this period. Our satisfaction is based mostly on the interest that the integrators of the groups manifest through their attendance and availability for the different activities that have been programmed inside and outside the community.

When the works started the integrators of the group did not know about these themes and a demonstrative lot of land was established for corn with green manure (*Mucuna* sp). Fourteen of them were provided with 2 lbs of seed so they could plant one "cuerda" each. Because it is an area of cold climate they will obtain seed from their crop until the beginning of 1999 and will be able to plant other plots for May of 1999. They were taught to prepare organic fertilizers, to build terraces and coffee nurseries.

To this date (February 1999) most of the group's integrators have started work in soil conservation such as terraces, organic fertilization and they have a nursery with 5 000 the part of the woman and gender component. Through this support we intend to help the

Because of our presence and the works they have initiated they have managed to obtain access to the organic coffee market through the Barillas Farmers Association ASOBAGRI. Through access to this market the farmers have obtained a fair price and have been able to increase their income from a better product which they did not have before they now receive an approximate price of Q50 to Q100 more than in the regular market. Not all the members of the group enter into the organic coffee group because they are not producing coffee. Only 14 came in.

Part of the community's expectations was to be able to make the best use of all the support provided by CECI/AID and this was one of the reasons why the community was motivated to request support for a group of women who started to work in training for horticulture establishing their own garden with which they complemented their diet by producing radishes, carrots, cabbages, cucumbers and others. Due to the poor access into the community these vegetables were not available. As a complement to this they received support for the planting of medicinal plants and they had their own series of training to learn the curative properties of each one. One of the great objectives of the project is to be able to involve both men and women into the path of quality and as a part of the strategy women were placed in training for wet processing of coffee. Considering that they have good participation among the production and that they are also responsible for the good quality of coffee the interest of participating in this training showed us that the topics in each workshop must always be based on the needs and activities they carry out.

The training programs given about wet coffee processing have been very useful because the quality of coffee has improved considerably reflecting on the better prices obtained for coffee. Part of the strengthening of the group and as a response to the request from a group of women support in organization was started on

group to work in a corn mill project on a loan which was placed on priority by the community to respond to one of the needs that the women face and that at the moment they obtain the service they could have more time to meet and improve the work they carry out within the group. They have declared that a great part of their time is dedicated to the preparation of food (mainly tortillas) which they begin to prepare at four o'clock in the morning by hand. Up to the moment they are in the training phase even though legally they have filled the requisites. During the time we have worked with them they have shown the availability of time to meet and participate in the training events related to the project.

CONCLUSIONS

- The members of the community have one more alternative (organic agriculture) to work their crops with economic and environmental benefits since the income to their community of 100 lbs of chemical fertilizer would have a cost of Q120 which they are not paying now.
- They have managed to access a fair market and have increased their income with the differences in prices which go from 50 to 100 quetzales compared to the common market.
- * Currently there is active participation of 24 persons in coffee growing training programs.
- * The corn mill project is in the execution phase and can consolidate the women's group even more as well as improve their participation within the training positions.
- * All of the above has been an achievement generated by our presence as a project in the mentioned community and even faced by all the obstacles we have found in the area we have managed to create the importance of involvement both in men as in women into the processes that have come to improve their living expectations in their communities.

HISTORICAL REPORT 3

YULHA SAN JUAN

MR HERMAN DONATO SAMAYOA BARRIOS

He is native to the municipality of Santa Cruz Barillas and at the age of seven his parents took him to live at La Perla farm in Nebaj Quiche in the year 1942. In 1953 he takes charge of the farm as manager and is in control of administration and field management. In 1972 he leaves his job and in the farm and in June of the same year he purchases some land in the village of Cua in the same municipality and begins to plant coffee in the varieties of Caturra Bourbon and Arabic. By the year 1975 he was harvesting 150 qq of coffee with hull from 300 cuerdas " of land selling his coffee at Q15 00 per 100 lbs placed in Nebaj. In 1980 the effects of the internal war start affecting the population of this area of the country so he is forced to leave the place taking refuge in Santa Cruz Barillas. While he was there at the end of 1980 he starts to work managing the farm for Mr Armando Reyes situated in the farm of Yula San Juan in Santa Cruz Barillas and in 1984 he purchased some land in Nueva Esperanza Yula San Juan. He finds himself again in the need to plant some crops and among them he plants coffee since what he had already worked in Nebaj was lost to him. This is a clear example that many farmers lost not only their land but also the fruit of their labors due to this war. Currently he lives in Nueva Esperanza with his wife and nine children (four sons and five daughters). Being a person with wide experience in the production of coffee he has developed several works in his land where he normally begins planting natural coffee (we call natural coffee the manner in how it is managed where the producer applies to the process a minimum of technology generally apart from the planting and the harvest where he only applies two or three weedings a year) then through several training sessions he improves the technological level of his plantation. We describe these as follows

NATURAL COFFEE

By 1973 he starts his coffee plantation in Cua Nebaj where he weeded his plants producing 0 75 to 1 qq of coffee per cuerda since there was very little knowledge then in 1984 he planted around 20 "cuerdas in the community of Nueva Esperanza where he currently plants 75 "cuerdas" of natural coffee now managed under shade trees and (by) pruning

CONVENTIONAL COFFEE

In 1989 he began to receive technical training from ANACAFE where they presented him with a technologic chemical package " I started with this package planting 7 cuerdas" until 1992 when I withdrew from this type of work due to the high cost of production and I saw some effects from pests and diseases in the plants I harvested 1 75 qq per "cuerda so I decided I prefer organic coffee

ORGANIC COFFEE

In 1994 he started to work with organic coffee directly in 14 "cuerdas" where he did pruning shade managing soil conservation organic fertilizing and from then on he starts communicating with the Chajul association which paid him from twenty to thirty quetzales more per quintal of coffee if organic on the other hand they gave him technical aid and paid him Q75 per "cuerda" of coffee when he practiced soil conservation (terraces). In 1996 he stopped working for the Chajul association (meaning he stopped being a member) because the distance from Nueva Esperanza to Chajul is great and it was difficult for him to carry his product all the way to [this] the mentioned municipality. In the same year he joined the Barillas Agricultural Association (ASOBAGRI) [in] from the municipality of Santa Cruz Barillas and here he saw the advantage of being closer for delivery of his product and being able to make use of other services that the association renders its members such as technical aid pre harvest credits loans for motorized pulp removers and others. "The technical aid that (the) ASOBAGRI gives starts through the promoters where training was begun with more than I knew besides the experience I already had from the Chajul association. Currently I have 76 "cuerdas planted with natural coffee producing a total of 100 lbs per "cuerda 14 cuerdas" producing organic coffee yielding 170 lbs per "cuerda" and 40 cuerdas of newly planted coffee trees also organic. I usually plant 20 cuerdas of corn every year but for this year 1999 I intend to plant 30 cuerdas of organic coffee of the pache Colis variety and transfer 40 cuerdas of natural coffee into organic "

The production cost of one cuerda of organic coffee (maintenance) according to Mr Samayoa

PRODUCTION COST OF ONE CUERDA OF ORGANIC COFFEE

WORK ACTIVITY	LABOR (8 hour days)	TOTAL IN Q
Harvest	10	200 00
Manure trench or pit	2	40 00
Organic fertilizer application	1	20 00
Weedings	3	60 00
Grafting tissue management	1	20 00
Pruning and replanting shade trees	1	20 00
Cutting new shoots from coffee plants	1	20 00
Nursery for coffee plants cost	(per) 15 coffee plants	15 00
TOTAL		395 00

With this cost it is possible to harvest between 150 to 175 lbs average but when the weather (rain) is good there is normal temperature and people to work it is possible to pick from 200 to 225 lbs per cuerda. In 1998 Mr Samayoa is elected as a member of the Board of Directors of the ASOBAGRI occupying the position of secretary and from here he strongly supports the association. In order to be able to work at this position he receives constant training from the component of farmers organization of the CECI/AID project. During the 98/99 harvest he has expressed satisfaction at being a producer as well as a director since as an organic coffee producer he has enjoyed several benefits. For example he sold his coffee at a better price when the conventional coffee was selling for Q460 for 100 lbs in Barillas the association paid Q 535 and he still expects a bonus at the end of the harvest (that is another small amount of money) as an award for his effort in producing certified organic coffee. He is also receiving along with other members of his community training and technical aid to improve his production process. Finally and with the objective to support other fellow producers Mr Donato gave us some recommendations and as we know of his wide experience we are enclosing them in this work

RECOMMENDATIONS

To fill in the bag I recommend that the soil is taken only from manure pits and at the moment of planting in the field add 3 5 lbs of this organic soil per plant

It is advisable also to plant on the contour on bench or individual terraces and planting using adequate spacing

Temporary shade must be planted before the coffee trees and in the case of banana plants it must be done during the summer using sword type shoots. When using this shade 2 to 3 stems must be left at each plant in order to keep the banana plants from touching the coffee plants

For plantations already established it is advisable to use shade and prune and eliminate shoots two to three times a year

Organic fertilizing must be done every year during the month of June because the rainy season starts applying 3 5 lbs of fertilizer per plant

Weedings must be timely not allowing the weeds to develop avoiding their using up the organic fertilizer that should benefit the coffee plant

For pulp removal it is advisable to do it on the same day the coffee is picked and always pick ripe coffee. Before removing the pulp it is advisable to remove empty grain pods by floatation in a water tank many farmers do not use this method any more and it affects the quality of the coffee

GROUPS WITH CECI/AID AND ASOBAGRI AID
Communities classified according to level of nearness to ASOBAGRI

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
1	Municipality of Santa Cruz Barillas	ASOBAGRI Association	Services ASOBAGRI renders its members Technical aid in organic coffee and cardamom Organic coffee and cardamom certification Coffee and cardamom commercialization Radio communication service Pre harvest credits Granting commercialization funds Productive infrastructure credits	368	24	CECI/AID	A
2	Yulmacap	Agricultural Committee	Managing commercialization funds granted by ASOBAGRI > Managing credit for 3 cardamom driers and 1 two way radio donated by ASOBAGRI > Organic cardamom commercialization > Agricultural activities (cardamom and coffee)	14	4	ASOBAGRI CECI/AID	C
		Feminine Committee	They operate 2 corn mill projects		22	CECI/AID Agricultural committee Yulmacap-BANRURAL	C
3	Tzalampinul	ASOBAGRI s Agricultural Committee members	Managing commercialization funds granted by ASOBAGRI > Managing credit for 3 cardamom driers and 1 two way radio donated by ASOBAGRI > Associative commercialization of coffee and cardamom > Agricultural activities (cardamom and coffee)	10		ASOBAGRI- CECI/AID	C

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
4	Río Azul	Agricultural Committee ASOBAGRI s associates	> Handling credit for one cardamom drier > Associative commercialization of organic cardamom > Agricultural activities	11		ASOBAGRI-CECI/AID	C
5	Nueva Esperanza	ASOBAGRI s members group	> Receives pre harvest funds from ASOBAGRI > Coffee commercialization > Management of commercialization funds donated by ASOBAGRI > Agricultural activities (organic coffee)	24		ASOBAGRI-ANACAFE CECI/AID	D
6	Santa Rosa Morelia, Nebaj El Quiché	ASOBAGRI s members group	> Receives commercialization fund from ASOBAGRI > Associative commercialization of organic coffee > Pre harvest credit management from ASOBAGRI > Received radio communication service > Agricultural activities (coffee)	29		ASOBAGRI CECI/AID	D
7	Ballf	ASOBAGRI s members group	> Received pre harvest fund from ASOBAGRI > Agricultural activities (organic coffee)	9	1	ASOBAGRI-CECI/AID	D
8	Palestina	ASOBAGRI s members group	> Received pre harvest credit from ASOBAGRI > Agricultural activities (organic coffee)	9		ASOBAGRI CECI/AID	D
9	Nueva América Nebaj, El Quiché	ASOBAGRI s members group	> Received pre harvest fund from ASOBAGRI > Organic coffee commercialization > Agricultural activities (coffee)	14		ASOBAGRI-CECI/AID	D
10	La Florida	ASOBAGRI s members group	> Received pre harvest credit from ASOBAGRI > Organic coffee commercialization > Agricultural activities (coffee)	7		ASOBAGRI CECI/AID	D

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
11	Puente Alto (plus two persons from Yalancá and one from Yulatizu)	Farmers Group AT OF ANACAF	> Associative coffee commercialization for ASOBAGRI > Organic coffee commercialization starts by the of 1998 > Agricultural activities (basic grains and coffee)	12		CECI/AID-ANACAFE ASOBAGRI	D
		Feminine Community	> Management of a corn mill project > Management of a communal store > Vegetable production from family gardens		22	CECI/AID BANRURAL	C
12	Victorias Chancolín	Farmers Group GAT of ANACAFE	> Agricultural activities (coffee and cardamom) > Commercialization of organic cardamom for ASOBAGRI > Received radio communication service from ASOBAGRI	30		CECI/AID ANACAFE ASOBAGRI	D
		Feminine Committee	> Management of a candle making project > Vegetable production from family gardens		10	CECI/AID	C
13	Maxbal	Farmers Group	> Organic coffee commercialization begins > Agricultural activities > RNR management	20		CECI/AID	D
		Women s Group	> Vegetable production from family gardens		32	CECI/AID	D
14	Quixabaj	Cooperative	> ASOBAGRI commercialization fund management > ASOBAGRI pre harvest credit management > Credit management to establish new coffee plantations in the Cuchumatanes Project > Associative commercialization of natural coffee, now organic coffee commercialization begins > Agricultural activities (coffee)	39	9	CECI/AID Cuchumatanes Project ASOBAGRI	B
		Feminine Committee	> Management of a candle making project > Vegetable production from family gardens		11	CECI/AID Cuchumatanes Project	D

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
15	Chojzunil	Cooperative	<ul style="list-style-type: none"> > ASOBAGRI commercialization fund management > ASOBAGRI pre harvest credit management > Credit management to establish new coffee plantations in the Cuchumatanes Project > Associative commercialization of natural coffee, now organic coffee commercialization begins > Agricultural activities (coffee) 	51		CECI/AID-Cuchumatanes Project ASOBAGRI	B
		Feminine Committee	<ul style="list-style-type: none"> > Candle making project management > Family vegetable gardens production 		22	CECI/AID-uchumatanes P	C
16	Crinolina	Cooperative (deactivated)	<ul style="list-style-type: none"> > Begins to commercialize organic coffee > Agricultural activities (coffee) 	15		CECI/AID-Cuchumatanes Project ASOBAGRI	D
17	Cocolá Grande (including Cocolá Chiquito and Buena Vista Palo Grande)	Farmers Group	<ul style="list-style-type: none"> > Begins to commercialize organic coffee to ASOBAGRI > Credit management for maintenance and to est 	16		CECI/AID Cuchumatanes Project ASOBAGRI	C
18	Floresta I and II	Credit Committee	<ul style="list-style-type: none"> > ASOBAGRI commercialization fund management > Credit management for maintenance and establ 	26		CECI/AID Cuchumatanes Project ASOBAGRI	D
		Feminine Committee	<ul style="list-style-type: none"> > Manage a new project for a corn mill > Family vegetable gardens production > Associative fund management 		36	CECI/AID BANRURAL-Cuchumatanes P	C
19	Momonlac	Farmers Group	<ul style="list-style-type: none"> > Received wet mill processing for coffee with a cardamom dryer as donation from PIR > Deactivated project and in process of activation 	22		CECI/AID CECI/ACNUR	D
		Feminine Committee	<ul style="list-style-type: none"> > Corn mill project management > Family vegetable gardens production 		33	CECI/AID-CECI/ACNUR	C

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
20	Yalancá	Feminine Committee	Management of a corn mill project		21	CECI/AID-BANRURAL	C
21	Ojo de Agua Chancolín	Farmers Group GAT of ANACAFE	Agricultural activities (coffee and corn)	38		CECI/AID ANACAFE	D
22	Buena Vista Cancolín	Farmers Group GAT of ANACAFE	Agricultural activities (coffee and corn)	20		CECI/AID ANACAFE	D
23	Buenos Aires Chiblac including Panorama and San Ramón	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	40		CECI/AID ANACAFE	D
24	San Carlos Chancolín	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	22		CECI/AID ANACAFE	D
25	Manantial Zapotal	Farmers Group	Agricultural activities (coffee)	28		CECI/AID ANACAFE	D
26	Tres Ranchos including Concepción and Sta Maria Yulwitz	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	42		CECI/AID-ANACAFE	D
27	Yulwitz Grande	Farmers Group	Agricultural activities (coffee) RNR management	14	6	CECI/AID	D

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATORS	LEVEL OF ORGANIZATION
				Men	Women		
28	San Jerónimo	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	18		CECI/AID- ANACAFE	D
29	Centro Jolomta San Francisco and Nueva América	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	36		CECI/AID- ANACAFE	D
30	Buena Vista S Antonio	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	18		CECI/AID- ANACAFE	D
31	Buena Vista Jolomtaj	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)			CECI/AID- ANACAFE	D
32	Blanca Flor	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)	20		CECI/AID- ANACAFE	D
33	Las Conchitas	Farmers Group GAT of ANACAFE	Agricultural activities (coffee)			CECI/AID- ANACAFE	D
34	Nulwitz	Feminine Group	Corn mill project management		12	CECI/AID BANRURAL	C
35	Canchoch	Women s Group (family members)	Corn mill management		5	CECI/AID CESIDE BANRUAL	C
36	Siglo XIX	Feminine Committee	Management of a corn mill donated by PIR (Support consisted in activation of group)		10	CECI/AID CECI/ACNUR	D
37	Piedras Blancas	Feminine Committee	Corn mill project management		20	CECI/AID BANRURAL	C
38	San Francisco Momonlac	Feminine Committee	Corn mill project management Family vegetable gardens Production		13	CECI/AID BANRURAL	C
39	Las Brisas	Feminine Committee	They request credit for a corn mill		23	CECI/AID	D
40	San Juan Tutlac	Farmers Group	Agricultural Activities RNR Management	9	7	CECI/AID	C

Number	COMMUNITY	TYPE OF ORGANIZATION	PRINCIPAL ACTIVITIES	No of MEMBERS		COORDINATOR	LEVEL OF ORGANIZATION
				Men	Women		
41	Monte Bello	Farmers Group	Agricultural activities RNR Management	11	12	CECI/AID	D
42	Centinela	Farmers Group	Agricultural activities RNR Management	7	3	CECI/AID	D
43	Nueva Sija Santo Domingo	Farmers Group	Agricultural activities - RNR Management	18		CECI/AID	D
44	Sinlac Esperanza Frontera	Farmers Group	Agricultural activities RNR Management	16		CECI/AID	D
45	Loma Linda La Frontera	Farmers Group	Agricultural activities RNR Management	21	21	CECI/AID	D
46	Sinlac Flor Santo Domingo	Farmers Group	Agricultural activities RNR Management	22		CECI/AID	D
47	Nuevo Culco	Farmers Group	Agricultural activities RNR Management	14		CECI/AID	D
48	Nueva Maravilla Santo Domingo	Farmers Group	Agricultural activities RNR Management	16		CECI/AID	D
49	San Angeles	Farmers Group	Agricultural activities RNR Management	15		CECI/AID	D
Total				1171	384		

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REFERENCE ON ORGANIZATION LEVELS

- A) With a defined juridical figure
 - With an organization structure
 - With administrative personnel
 - With bylaws
 - With two or more projects executed at municipal level
 - With experience in enterprise processing

- B) With a defined juridical figure
 - With an organization structure
 - With experience in associative commercialization
 - Generating experience in credit management

- C) Legalization at Departmental Government level
 - Generating experience in the process of one or two productive projects
 - With internal control structure
 - With a specific market for production and/or service at communal level
 - Generating experience in the administration of its projects

- D) Legalization at municipal level and/or without legalization
 - With a Board of Directors or a representative leader
 - Activity is agricultural production
 - With or without a market for its production

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