



**Work Plan  
for**

**CHF  
Communities In Transition (CIT) Project**

**Cooperative Agreement No. 520-0413-A-00-5122-00**

**Fiscal Year 2001**

## CHF/CIT Work Plan FY 2001

**Project Title:** Communities in Transition (CIT)  
Post Mitch Reconstruction  
FONAPAZ – AMVI Operational Support  
FONAPAZ – Bridge Construction

### I. SUMMARY

The \$3 million extension to Communities in Transition (CIT) puts an additional three years on the table for the project. Years two and three witness a drop off in activities and bring closure to different project components. Mitch funding and communal banking activities finish in September 2001. AMVI (Ixcán Road Maintenance Association) support ends in September 2002 and the project finishes up in September 2003 in Agroforestry and Non-Traditional Crops at a reduced level. FY 2001 is an opportunity to solidify CHF accomplishments to date and make a solid entry into non-traditional crops.

The Global Agreement with FONAPAZ (Guatemalan Government Fund for Peace) for the funding of AMVI operations additional bridge construction is schedule to conclude in September 2001. Current estimations indicate that AMVI operational funding will still be available after this date. This is due primarily to the infusion of funds from the Mitch Reconstruction Project for Road Rehabilitation. Funding from FONAPAZ for bridge construction will be totally expensed during FY 2001.

The following is the CHF Work Plan for fiscal year 2001 for the CIT project. In addition to information regarding CIT, it includes related projects such as the USAID funded Post-Mitch Reconstruction Project, FONAPAZ – AMVI Institutional Support and FONAPAZ Bridge Construction Projects.

The project is based in Ixcán, Department of Quiché, Guatemala The project also implements Agroforestry and Environmental Education activities in the municipalities of Chisec, Cobán and Fray Bartolomé (Department of Alta Verapaz). For the purposes of this document, the project is divided into three components and two support components<sup>1</sup>:

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<sup>1</sup> For the purposes of this document, programmatic components and support components are presented. Administrative support is provided in Ixcán and Guatemala City.

### *Components*

1. Ixcán Road Maintenance Association/ Institutional Strengthening and Infrastructure (AMVI/ISI)
  - AMVI
  - Special Development Fund (SDF) Projects
  - Fund for Peace (FONAPAZ) projects
    - AMVI
    - Bridge Construction
  - Post-Mitch reconstruction
2. Agroforestry and Environmental Education
  - Agroforestry and Environmental Education
3. Economic Activities
  - Village Banks
  - Non-Traditional crop commercialization

### *Support Components*

1. Environmental Mitigation
2. Reporting, Monitoring and Evaluation

Each component's and support component's goals, implementation plan and supplemental description (i.e. outputs, deliverables, key indicators) are presented below.

## **II. Component Work Plans**

### **II.A. AMVI/ISI Component**

#### **II.A.1 AMVI**

During Fiscal Years 1998 and 1999, CHF established the Ixcán Road Maintenance Association (AMVI). AMVI is a private, non-profit organization whereby local leaders analyze the challenge of road maintenance and design and implement a local solution. CHF and AMVI signed a cooperative agreement in the early part of FY 2000. The project works to ensure that road maintenance activities do not adversely affect the environment.

During FY 2000, CHF succeeded in assisting AMVI in the development and putting into practice of the appropriate administrative and operational procedures. As a result, in June 2000, AMVI assumed all responsibilities for day-to-day finance, administration and road maintenance operations. CHF continues to provide oversight and supervision of project implementation. CHF reviews and approves AMVI's operating expense requests on a monthly basis.

The CIT extension provides an additional year of technical assistance through FY2002, taking into account the delays in start-up due to the late arrival of machinery. After CHF technical assistance is completed, AMVI will become an independent, autonomous and self-sufficient community-controlled business, capable of responding to Ixcán road maintenance needs. It will function through contracts with communities, government agencies and others willing to pay for its services.

Funding for this program comes from the Guatemalan Fund for Peace (FONAPAZ) totaling 18.5 million Quetzals (\$2.4 million at an exchange rate of Q.7.7/US\$1) to CHF for implementation. This grant is for AMVI equipment and operations and is complemented by the CIT project for provision of CHF technical assistance costs. Both AMVI and CHF manage the grant for AMVI. In addition, approximately \$350,000 of Post-Mitch Infrastructure Rehabilitation Project budget is designated for rehabilitation of the most damaged stretches (approximately 100 kilometers) of the Franja Transversal del Norte. In order to implement this part of the Mitch project, CHF negotiated an agreement with AMVI to implement the road repairs. AMVI efforts in this regard began in FY 2000 and will carry over into FY 2001. This additional infusion of resources has helped to strengthen the organization and provide valuable experience in road maintenance.

### **Goals for FY 2001**

- Support AMVI in the negotiation of a contract with the Ixcán Municipality and local communities for the maintenance of rural roads.
- Support AMVI in its registry with the Guatemalan Government as an authorized service provider (Ministry of Public Works and Transportation)
- Consolidate and strengthen AMVI's capacity to implement the Road Maintenance Administrative System designed and implemented with assistance from CHF.
- Consolidate and strengthen AMVI's Administrative/Finance systems.
- Provide technical assistance and training to AMVI personnel and Board of Directors.
- Assist AMVI in the promotion of its services to local communities, municipality and central government.
- Design a Human Resource Development Program that will ensure that AMVI will have trained and committed employees.
- Work with AMVI to implement a work plan and budget for FY 2001 and later 2002.
- AMVI staff trained in environmental mitigation measures.
- Maintenance of heavy machinery.

### **Implementation Plan**

AMVI began taking on full day-to-day financial and administrative responsibility for its operations at the end of FY 2000 with review and approval by CHF. CHF will continue to strengthen the operational and administrative capacity of the organization during FY 2001. AMVI and CHF will refine and validate the administrative and operational guidelines and manuals developed in previous fiscal years. Both the AMVI Board of Directors and the

staff will receive training necessary to improve project implementation. This training will occur on a regular basis during the fiscal year. The Board of Directors and the administrative staff will receive training in efficient organizational and administrative techniques. The operational staff will be trained in proper road and bridge maintenance and equipment maintenance. All operators and mechanics, as well as the manager, will receive training in environmental mitigation measures for road maintenance activities. The latter is in accordance with both USAID regulations and CHF policy of environmentally safe practices.

A trust fund will be established for AMVI using the community support<sup>2</sup> contribution, equivalent to 10% of the cost of each project, and 6% of the AMVI annual budget for the replacement of heavy machinery. At this point, the account that will become the trust fund has close to Q/1,000,000. The trust fund will be untouchable during AMVI's contract with CHF and will be regulated by a separate contract. Nevertheless, the trust fund is the exclusive property of AMVI.

AMVI will continue to work to comply with Environmental Guidelines developed during FY 2000 and approved by USAID during the same fiscal year. The CHF Environmental Mitigation Officer will report on compliance with these guidelines and other environment-related and mitigation measures in AMVI on a quarterly basis.

As stated in the AMVI bylaws, annual meetings of the General Assembly will be held on a regular basis. The next meeting is scheduled for December 2000 in Playa Grande. CHF will provide AMVI the support necessary to carry out the General Assembly.

### **Supplemental Description**

- *Outputs:*
  - 14 people trained in organizational and administrative techniques
  - 15 people trained in efficient road maintenance
  - 18 people trained in environmental mitigation measures
  - 150 of kilometers of road maintained annually
- *Deliverables:*
  - Annual AMVI work plan and budget
  - Updated inventory of transportation corridors
  - Quarterly environmental reporting
  - Management, planning tools and systems tools in place
- *Key Indicators:*
  - Number of kilometers of road maintained monthly and annually
  - AMVI cost/kilometer compared to standard government rate
  - Number of kilometers contracted

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<sup>2</sup> All road maintenance activities will be covered by a contract between the beneficiary community or communities and AMVI in which the community will guarantee at least 10% of the cost of the work.

**Timeline**

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Train AMVI Staff												
Maintain 150 kms of road												
Finish and maintain forest reserve/nursery												
Org & admin training												
Road maintenance training												
Environmental training												
Promotion of services												
Environmental reporting												
Gen. Assembly meetings												
Develop annual work plan '01												
Develop annual budget '01												

**II.A.2. Special Development Fund**

The Special Development Fund (SDF) is the USAID grant, which provides up to \$10,000 to purchase materials for community-based infrastructure projects. Funds for additional materials, specialized labor, etc. are matched by other organizations, while CHF provides technical assistance, supervision, monitoring and evaluation. The program uses infrastructure projects as a means of supporting community participation that facilitates the beneficiaries' socio-economic development, strengthens local committees and is a basis for conflict resolution in areas affected by the civil war.

In addition, CHF support to SDF projects provides valuable strengthening to local municipalities and improves their capacity to resolve the development needs of their local communities.

To date, CHF has completed 24 projects including bridges, schools, health posts and latrines.

**Goals for FY 2001**

- Complete projects in progress.
- Attend communities that are seeking support for small infrastructure projects.
- Leadership development and capacity building of local committees.
- Conflict resolution.
- Environmental assessment of all new projects.

## Implementation Plan

CHF works with USAID's SDF program to capitalize on the principles of community participation, local initiative, capacity-development and respect for the ability of the beneficiaries. The principle of community participation has been borne out by CHF's experience. All projects using SDF funds will continue to be undertaken at the community's initiative and will require substantial community donations of local labor and materials. CHF will coordinate with local community leaders and municipal authorities in the prioritization of needs and counterpart funding.

CHF trains committee members on basic techniques of project development and management, which can be applied to basic infrastructure projects in the future. CHF will continue to facilitate institutional strengthening and leadership development through participation in infrastructure projects.

Infrastructure projects continue to play a valuable role in providing a forum for conflictive groups to work together, and support the Guatemalan Peace Accords. Proposals by potential counterparts will be received and considered by CHF for SDF projects in Ixcán, Chisec, and Fray Bartolomé, and follow-up negotiations will be held to develop contracts. Additional projects will be considered according to community needs and CHF availability to undertake additional responsibilities.

### Supplemental Description

- *Outputs:* 12 local committees strengthened in project development and Management  
12 new projects and 3 projects begun in FY 2000 completed
- *Deliverables:* Environmental Project Reviews (*dictamens*) of each new project  
Monthly reports on project and counterpart status
- *Key Indicators:* Fulfillment of community needs  
Level of community participation  
Relations between conflictive groups in and between communities  
Counterpart funding

## Timeline

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Contacts with communities												
Design and budget for projects												
Implementation of projects												
Community training												
Implementation of projects												
Environmental assessments												

### II.A.3 FONAPAZ Counterpart Activities

FONAPAZ Bridge activities serve as counterpart to the Post-Mitch Reconstruction Program. Financed under the same agreement as AMVI operations funds, the FONAPAZ bridge project contemplates the construction of seven concrete vehicular bridges. The construction of three bridges began in FY 2000 and two were completed during the fiscal year. Additionally, CHF has negotiated the construction of a steel bridge with FONAPAZ funds at Esquipulas.

#### Goals for FY 2001

- Complete the construction of the San Juan Chactela Bridge (began in FY 2000).
- Build three concrete vehicular bridges.
- Build bases and subcontract construction of steel bridge at Esquipulas.
- Regular monitoring and evaluation of all activities.
- Monthly reports to FONAPAZ, USAID and CHF headquarters.

#### Implementation Plan

The Environmental Mitigation Team will assess projects to ensure that all projects comply with environmental recommendations, that planning includes environmental guidelines and mitigation measures, and that training and reporting on environmental guidelines and mitigation measures are conducted.

As required, monthly reports will be submitted to FONAPAZ, USAID and CHF Headquarters. Reports to FONAPAZ and USAID are in Spanish. Reports to CHF Headquarters are in English. In addition, CHF Headquarters requires semi-annual reports. While the monthly reports provide information on project activities, the semi-annual reports will focus on how these project activities are meeting program goals.

### Supplemental Description

- *Outputs:* Construction of 3 new cement bridges and one steel with mitigation techniques applied.  
Conclude the construction of one bridge begun in FY 2000
- *Deliverables:* Monthly reports to FONAPAZ, USAID and CHF Headquarters
- *Key Indicators:* Completion of 6 cement bridges and one steel bridge  
Cost per bridge within budget parameters

### Timeline

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Veracruz 2 Bridge												
Rio Negro Bridge												
Mayaland (Jute) Bridge												
Chactela Bridge												
Esquipulas Bridge												
Monthly reports												

#### II.A.4 Post-Mitch Reconstruction

CHF began the implementation of the Post-Mitch Infrastructure Rehabilitation Project, funded by USAID, in January 2000. The project contemplates the construction of 12 concrete vehicular bridges, the installation of one Bailey bridge and the repair of another and the rehabilitation of 100 kilometers of road.

#### Goals for FY 2001

- Conclude the construction of two bridges begun in FY 2000
- Construct six new concrete vehicle bridges.
- Install 1 Bailey bridge
- Repair one Bailey bridge over the Xalbal River.<sup>3</sup>
- Conduct necessary environmental impact studies.
- Work with AMVI, which will perform the road repair activities, to implement this activity.
- Regular monitoring and evaluations of all activities.
- Monthly reports to CHF headquarters and Semi-annual reports for USAID.

<sup>3</sup> 10/13/2000 – Approximately one-third of the Xalbal Bridge has fallen from the eastern side of the river and is in danger of fallen in the river. While a complete diagnostic has not been carried out, it is doubtful that this bridge can be repaired under the current budget for the Mitch Reconstruction funds.

## Implementation Plan

The Environmental Mitigation Team will assess the projects to ensure compliance with Environmental Review recommendations, that planning includes environmental guidelines and mitigation measures, and that training and reporting on environmental guidelines and mitigation measures are conducted.

As required, monthly reports will be submitted to CHF Headquarters and semi-annual Reports to USAID. While the monthly reports provide information on project activities, the semi-annual reports will focus on how these project activities are meeting program goals.

## Supplemental Description

- *Outputs:* 10 bridges repaired or constructed (including the two Bailey Bridges)  
50 kilometers of road rehabilitated
- *Deliverables:* Monthly reports to USAID and CHF Headquarters
- *Key Indicators:* Number of bridges repaired or constructed  
Cost per bridge within budget parameters  
Kilometers of road rehabilitated  
Cost per kilometer of road rehabilitated

## Timeline

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Kilometer 31.5 Tres Rios Bridge	■	■										
Kilometer 29.6 Tres Rios Bridge	■	■										
Kilometer 25.3 Tres Rios Bridge		■	■	■	■							
Veracruz 1 Bridge				■	■	■						
Kilometer 10.7 Franja Transversal				■	■	■						
La Alegria Bridge						■	■	■				
Cantabal Bridge							■	■				
Environmental impact study for Bailey bridge			■	■								
Construction of one Bailey bridge – Sta. Maria Dolores					■	■	■					
Repair Bailey Bridge Xalbal River					■	■						
Monthly/semi-annual reports	■	■	■	■	■	■	■	■	■	■	■	■

## **II.B Agroforestry and Environmental Education Component**

### **II.B.1 Agroforestry and Environmental Education**

The Agroforestry and Environmental Education component is administered directly by CHF. The component seeks to introduce and implement new sustainable technologies for farming, test and introduce non-traditional crops, educate on environmental issues and generate income. New technologies are tested and demonstrated at the ICTA (*Instituto de Ciencia y Tecnología Agrícolas* or the Institute of Agricultural Science and Technology) experimental farm through an agreement between the two organizations.

The agroforestry component presents new farming technologies in the form of seven agroforestry systems that involve intercropping, rapid growth and hardwood trees and 100% organic management. CHF has also completely integrated forest management into its on-going agroforestry activities. Forest management is being implemented in small farms with small, forested areas. Impact is currently measured in terms of number of farmers implementing systems, amount of land under systems, quantity and quality of tree nurseries, and increase in production and income to farmers among others. More recently, steps have been taken to investigate markets for non-traditional crops like palm heart, vanilla, cardamom and achiote.

CHF adapted the classic farm management model in light of current opportunities and needs presented in the project area. The model is based on the idea of providing the farmer with the tools to best manage his resources. CHF's objective with this model is to increase the sustainability of farms and well being of farmers and their families through the integration of an individualized farm management plan that includes the following three goals:

1. Increased production and income from traditional crops through the use of agroforestry systems.
2. Managed forest area on the farm for forest products and household needs.
3. Production of more than two non-traditional crops such as vanilla, palm heart, cardamom and achiote, which are targeted for income generation.

These goals are supported and strengthened by the environmental education activity that seeks to involve community leaders, teachers, students and parents in environmental activities that raise awareness and benefit the community.

#### **Goals for FY 2001**

- Increase the number of farmers and hectares under agroforestry system management.
- Manage tree nurseries and implement demonstration plots.
- Reinforce training of promoters in forest management techniques.
- Implement forest management with farmers.

- Provide additional training in organic management to promoters in the Alta Verapaz project area tailored to the conditions presented there.
- Develop a process for implementing and tracking a farm management plan for each farmer.

### **Implementation Plan**

CHF will continue to work with the same model for implementing agroforestry systems. The component follows a clear process of implementation as follows:

- 1) The program is presented to communities.
- 2) Promoters work with an existing community committee to form a group of interested farmers.
- 3) A plan is established for the needs and type of agroforestry system each farmer will use and the number and type of trees is calculated.
- 4) Farmers receive training in how to set up the tree nursery.
- 5) Trees are transferred to the farmer's land.
- 6) Farmers along more heavily traveled routes set up demonstration plots to increase interest in the component.
- 7) Farmers receive regular visits from promoters to review their land and the farmers continue to manage the tree nursery (after the initial phase, many farmers increase the amount of land under the agroforestry system or try other systems).
- 8) Promoters use the plots for training and presentations to increase participation. Participating farmers also present information to interested farmers, explaining their results and why they decided to participate.

Environmental education will also use the same model for implementation of new activities. CHF trains teachers in environmental education and works with schools on small environmental projects. CHF will also continue to provide environmental interpretation trips to teachers, community leaders, students and parents at Lachua National Park.

Forest management is implemented within the context of integrated farm management along with the seven agro-forestry systems. Specific forest management activities include; helping farmers develop management plans for the natural forests on their property, planting of secondary forest cover, the inscription of forests established by the project with the government (INAB), and training of agroforestry promoters. In a second phase, farmers will be trained to develop a market for forest products. CHF will use the same successful promotion and transfer or technology methodology that it has employed to date based on demonstration plots managed by farmers on their own land.

Farm management, as described earlier will combine agroforestry systems, non-traditional crops and forest management. The basis for this will be an individualized plan for each farmer.

### Supplemental Description

- **Outputs:** 950 farmers using agroforestry systems  
30 farmers using forest management in addition to agroforestry systems  
2,200 people trained in management systems  
520 hectares of land under agroforestry and/or forest management  
1,600,000 trees produced since inception
- **Deliverables:** Monthly reports to CHF Headquarters  
Semi-annual reports to USAID and CHF headquarters
- **Key Indicators:** Farmers implementing agroforestry systems  
Farmers, teachers, community leaders, students trained  
Hectares of land under agroforestry systems  
Hectares of land under forest management  
Environmental school projects implemented  
Farmers implementing forest management  
Farm management plans developed and implemented

### Timeline

Agroforestry Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Training and Support</b>												
Visit and review areas and crops												
Workshops for Promoters												
Agroforestry workshops for farmers												
Manage demonstration plots												
Contracts with farmers for demonstration plots												
Implement agroforestry plots												
Implement forest management demonstration plots												
Implement tree nurseries												
Plant production												
<b>Organizational Strengthening</b>												
Contact NGOs and cooperatives												
Provide technical follow-up on projects												
Provide administrative and technical assistance to Assoc/Coop's/organizations												
<b>Environmental Education</b>												
Identify environmental problems in project areas												
Train Promoters in environmental issues												

Small school environmental projects													
Environmental education workshops for teachers													
Environmental education workshops for community leaders													
Environmental interpretation trips													

## II.C Economic Activities Component

### II.C.1 Village Banks

The village banks sub-component is implemented in coordination with a partner NGO, CESIDE (*Central de Servicios Integrales para el Desarrollo* or Center for Integrated Development Services). Until FY 2000, CHF provided technical assistance, operational funds and loan capital to CESIDE. CESIDE lent funds to village banks, which on lent their members.

With the most recent extension, financing for CESIDE operational costs and loan capital have been eliminated and CHF's role will change to that of providing technical assistance to CESIDE. Until now, CESIDE has been making only interest payments on village bank capital lent by CHF. According to the agreement with USAID and included in the agreement between CHF and CESIDE, loan capital and interest paid will be granted to CESIDE when/if the organization demonstrates the institutional capacity and sustainability to manage the funds without external support or assistance.

#### Goals for FY 2001

- CESIDE's staff and board continue to be strengthened through training and technical assistance.
- Program management tools developed and implemented.
- Provide training to Board of Directors to solicit funding.
- The CESIDE board submits a minimum of two proposals to alternative funding sources for the bank program and/or its micro-credit program.
- Carry out a financial analysis of the program to determine strengths and weaknesses.
- Develop the criteria, with USAID approval, for turnover of loan capital and interest payments to CESIDE.
- Support CESIDE in the development of institutional policies, credit and operational manuals.
- Support CESIDE in the development of training guides.

## Implementation Plan

Beginning in FY 2001, CHF will no longer transfer loan capital nor operational funding to CESIDE. CHF believes that the current loan portfolio (capital lent to CESIDE along with interest payments) should not be granted to CESIDE until it demonstrates the clear capacity to manage the funds as well as financial and operational sustainability. This remains to be negotiated with USAID/Guatemala. CHF efforts during FY 2001 will be focused on these aspects.

CHF will conduct a financial sustainability analysis of CESIDE. Based on the results of this analysis, CHF will develop the criteria for transfer of the loan portfolio and submit it to USAID for approval.

Through meetings with the CESIDE Board of Directors and personnel, CHF will develop and validate institutional policies. Areas of emphasis will include credit, administration and human resources. Based on these policies, CHF will assist CESIDE in the development and implementation of procedural manuals for the Village Bank Program. As needed, and at the request of CESIDE, CHF will assist in the development of other manuals. CHF will also continue to strengthen training provided to CESIDE in the development of proposals to alternative funding sources.

The Village Bank methodology that CHF has implemented with CESIDE requires the development and application of Training Guides. In total, 72 Training Guides are necessary to cover the three-year life of a Village Bank. CHF will assist CESIDE in the development of the Training Guides and will train CESIDE staff in their application with the Village Banks.

## Supplemental Description

- **Outputs:**
  - Three training activities with the CESIDE Board of Directors
  - Four training activities with CESIDE operational staff
  - Two CESIDE proposals submitted to alternative funding sources
  - Policies Developed
  - 72 Training Guides Developed
  - One Procedural Manual Developed
  - One financial sustainability analysis conducted
- **Deliverables:**
  - Monthly reports to CHF Headquarters
  - Semi-annual reports to USAID and CHF headquarters
  - 72 Training Guides
  - One procedural manual
  - One financial sustainability analysis.
- **Key Indicators:** Access to credit and alternative funding by CESIDE

Board strength of CESIDE  
Operational and financial sustainability level  
CESIDE capacity to strengthen Village Bank Boards

### Timeline

Village Banks Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Strengthening of CESIDE</b>												
Weekly and monthly meetings between CHF and CESIDE	•	•	•									
Training of CESIDE personnel	•											
Training of CESIDE board	•											
Develop and implement policies		•	•					•	•	•	•	•
Evaluation of program implementation (methodology)		•						•	•	•	•	•
Financial Sustainability Analysis		•			•	•	•					
Development and validation of bank training guides	•	•	•			•		•	•	•	•	•
Visit to alternative funding sources	•	•	•			•	•					

### II.C.2 Non-Traditional Crop Commercialization

CHF has experimented with and validated four non-traditional crops in the ICTA-CHF Experimental Farm. All four crops have a high economic potential, will not threaten the environment and have been determined as suitable for cultivation in the entire project area in terms of climate and soil. These non-traditional crops have already been disseminated at the community level in the Ixcán through the implementation of demonstration plots. In Alta Verapaz this process will begin in FY 2001.

In March 2000, work began in the organization of non-tradition crop farmers that participate in the CHF Agroforestry program. Agroforestry Component staff supported this effort. Various meetings have been held with community representatives with the objective of forming the provisional Board of Directors of the Association.

In Fiscal Year 2001, CHF will work to consolidate the Non-Traditional Farmers Organization in the Ixcán. This organization will manage production/cultivation, processing and marketing of non-traditional crops.

The non-traditional crop program focuses on five principles:

- Provide opportunities for greater income among families with crops that have been proven feasible and technically sound for the area.

- Present a diversified base of crops to minimize risk and provide greater income stability.
- Add value to traditional and non-traditional products by processing them in the area. This is another income opportunity as well.
- Produce 100% organic products, which opens up market opportunities, but also conserves the environment, lowers production costs and improves land fertility.
- Form part of the Farm management model.

### **Goals for FY 2001**

- Provide technical assistance and training to farmers regarding non-traditional crops.
- Definition, based on farmers' input and decision making, the appropriate legal structure for the non-traditional crops organization and the legalization of the organization.
- Conformation of a provisional board of directors for the farmers' organization.
- Provide technical assistance and training to the farmers' association
- Complete technical investigation of non-traditional crops and varieties at ICTA farm.
- Determine market feasibility of each crop
- Define methods for processing for non-traditional crops
- Purchase complementary processing equipment.
- Define marketing plan.
- Obtain organic certification and train farmers in the process.
- Quantify current production levels of cardamom and achiote.
- Support the establishment of a contractual relationship between farmers' association and buyers.

### **Implementation Plan**

All of the crops being considered for commercialization have been fully tested and the component has determined the varieties that are suitable to the Ixcán. Palm heart, vanilla, achiote and cardamom have been approved and costs per acre defined so that CHF can move to the next phase of determining economic feasibility. Markets for these crops are also being explored and during the next fiscal year we will be determining market feasibility and processing required by buyers.

Organic certification will begin in the next six months. At this point, CHF will contract Mayacert, an organization of strong reputation and with whom CHF has been in contact, to visit the Ixcán and define a certification plan. Certification of land, specific crops, general household practices and past chemical contamination will be considered. This plan will be implemented according to chronological priority of crops and include a training component so that the farmers will be able to manage this in the future.

Processing needs will be determined by market demand. At this point, it appears that cardamom and achiote will be ground into a powder, vanilla will be sold without processing, and palm heart will be cut and bottled or canned.

During FY 2000, CHF established an important relationship with AGEXPRONT (Asociación Gremial de Exportadores de Productos No-Tradicionales). During FY 2000, AGEXPRONT provided invaluable support the processing of hearts of palm and marketing contacts. CHF will continue its relationship with AGEXPRONT to contact exporters, distributors and importers in and outside of Guatemala and establish relationships. The process for doing this will be to contact organic associations in the different countries first. This may eliminate the need of intermediaries and will guarantee access to the niche market and higher prices. These organizations, however, are very strict in their interpretation of organic and will demand certification of products.

### **Supplemental Description**

- *Outputs:*
  - Four economic feasibility studies (one per crop)
  - 80 individual farmer management plans (for non-traditional crops)
  - Four market feasibility reports and processing recommendations for each crop
  - 60 hectares of non-traditional crops planted
  - Farmers' Organization legally established
  - Three non-traditional crops with processing methodology established
- *Deliverables:*
  - Economic and feasibility reports
  - Monthly reports to CHF Headquarters
  - Semi-annual USAID and CHF headquarters
- *Key Indicators:*
  - Crops selected and number of hectares planted
  - Processing methods identified and a facility plan developed
  - Organic certification obtained
  - Farmers trained in organic criteria
  - Farmers trained in production and processing management
  - Buyers identified and/or formal relationships established

## Timeline

Non-Traditional Crops Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Quantify current production of cardamom and achiote												
Complete technical investigation of non-traditional crops												
Determine market feasibility of each crop												
Define individual farmer plan for each crop												
Define plan to coordinate crop harvests												
Define complementary equipment needs for processing												
Define marketing plan												
Obtain organic certification and train farmers in process												
Establish relationship (contractual) between farmers' association and buyers												
Conformation and legalization of farmers' organization												
Technical Assistance and Training to Association												
Planting of non-traditional crops												

### III. Support Component Work Plans

#### III.A Environmental Mitigation

The Environmental Mitigation Component is a project wide support component for the CIT, Mitch and FONAPAZ projects. Support also extends to CHF counterparts, AMVI, CESIDE and ICTA. Component efforts serve to backstop programmatic components to ensure sustainability of CHF activities in regard to the area's natural resource base. The Component also ensures that the projects implemented have minimal impact on the environment and that negative impacts resulting from project activities are corrected. The Environmental Mitigation Team is currently comprised of the Environmental Mitigation Officer and two assistants. CHF will also use national, regional and US-based consultants as needed. The component participates in all project activities, from planning through implementation stages, to assure that an assessment of all CHF activities occurs in an on-going manner and that CHF activities are in line with the Rapid Environmental Assessment (APESA 1998), USAID Regulation 216 and Guatemalan Environmental Law. In some instances, the Team will conduct an Environmental Impact Evaluation prior to project implementation, which will provide a specific environmental assessment and will provide

criteria for decision-making and recommendations for the mitigation of environmental impact.

After the completion of each project the Environmental Monitoring Program, which will be implemented during FY 2001, will track and evaluate low impact project practices, by CHF and counterparts, on the long term.

### **Goals for FY 2001**

- Develop and implement the Environmental Monitoring Plan
- Systematize the implementation of Environmental Impact Evaluations
- Develop the Programmatic Environmental Assessment for the project as a whole.
- Assess the project area as relates to environmentally harmful practices.
- Provide training, guidance and recommendations to staff, counterparts and communities on mitigation activities to be implemented and provide follow-up.
- Contract consultants as necessary to conduct environmental studies, training and guides.

### **Implementation Plan**

Internally, the Component has developed the tools for the planning, implementation and evaluation of projects with minimum environmental impact. These tools include Environmental Guides, Environmental Project Reviews (Dictamens), Environmental Impact Evaluations and the Programmatic Environmental Assessment, which will be progressively validated and refined during FY 2001.

Externally, the Component will seek to internalize the CHF philosophy of "Development Practices with Minimum Impact" in all project components and with counterparts, especially with AMVI. This result will be achieved through intensive training on the part of Component staff and consultants.

### **Supplemental Description**

- *Outputs:*
  - 57 Environmental Project Reviews (*Dictamens*)
  - 4 Environmental Impact Evaluations
  - 2 general trainings regarding Environmental Mitigation oriented toward the Administration and Support Component
  - 1 Programmatic Environmental Assessment
  - 7 workshops to AMVI and CHF Infrastructure personnel on, a) water drains b) industrial safety c) Environmental Mitigation and c) materials extraction.
  - 7 training workshops to Agroforestry and Environmental Education staff on a) Integrated management of pests, and plant diseases, b) CHF Environmental Guidelines and c) Specific training on each of

the activities that the Component carries out for reinforcement workshops with the communities.

2 General training workshops for Village Banks

3 General training workshops for Environmental Mitigation Component personnel.

5 Environmental Guides for the Agroforestry Component

100 Follow-up evaluations on projects being implemented

30 project closeout evaluations

- *Deliverables:* Monthly reports to CHF Headquarters  
Semi-annual reports to USAID and CHF headquarters
- *Key Indicators:* Number of activities assessed for environmental impact  
Recommendations implemented  
Number of participants at community workshops

**Timeline**

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Training and Support</b>												
Workshops for AMVI/ISI component		█			█			█				
Workshops for community members		█	█	█	█	█	█	█	█	█	█	█
<b>Environmental Assessment</b>												
Environmental impact analysis of CHF activities		█	█	█	█	█	█	█	█	█	█	█
Recommendations and follow-up on mitigation activities		█	█	█	█	█	█	█	█	█	█	█
<b>Studies and Guides</b>												
Environmental impact studies		█					█	█				
Environmental guides for AMVI/ISI		█	█	█	█							
<b>CHF Staff Training</b>												
Workshops for project personnel				█		█						
Training for environmental mitigation staff		█			█			█				

**III.B Reporting, Monitoring and Evaluation (M&E)**

**Goals for FY 2001**

- Continue to apply M&E system as developed
- Train new personnel in the use and application of M & E system

- Work closely with agroforestry promoters to better implement baseline tracking data on farmers.
- Develop and implement Environmental Mitigation M&E systems.
- Establish goal plans based on results of evaluation.
- Provide a summary of key indicator results to all CHF staff so that they may use it to strengthen presentations and have a better sense of CHF's accomplishments in the project area.
- Produce all reports in a timely and accurate manner.

### **Implementation Plan**

Work in this support component will continue. Due to changes in personnel, however, the Monitoring and Evaluation position was vacant for the most part of FY 2000. CHF Guatemala is currently combing the responsibilities of Finance and Monitoring/Evaluation in one person. Monitoring and evaluation activities will be the responsibility of the component heads, the Finance/M&E Director (current) or Finance & Reporting Assistant Director (future) with input/review from the Project Director. These activities will be carried out through visits to project work sites, visits to local NGO's, and interviews with participants in CHF activities.

### **Supplemental Description**

- *Deliverables:* Monthly reports to CHF Headquarters and FONAPAZ  
Semi-annual report to USAID and CHF headquarters  
Annual report to USAID and CHF headquarters  
Additional information reporting as needed including articles, fact sheets, and reporting required under pending proposals (e.g. post-Mitch reconstruction)  
(The proposal to USAID to extend the project through 2003 includes changes in the amount of reporting required to Semi-annual and annual reports)
- *Key Indicators:* Reports on time and accurate

**Timeline**

Activity	2000			2001								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Monthly reports to CHF												
Monthly reports to FONAPAZ												
Semi-annual report to USAID and CHF												
Annual report to USAID and CHF												
Provide information and reports to CHF Director and HQ as needed												