

APPENDIX D-3

ROADMAP TO AN INTEGRATED CED STRATEGIC PLAN

PROJETO PEIXES PESSOAS E AGUAS

SIX MONTH ACTION PLAN

PREPARED BY:

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EXECUTIVE SUMMARY

CED Direction and Vision of the PPA

There is a recognition amongst the Project Team Members (Erika de Castro, Alison, Sarah, Yogi, Ze and Camilo) and CED groups/organizations in the PPA area that the local Community Economic Development (CED) initiatives require a “jump start” to create a more vibrant atmosphere under which CED initiatives and income generation and employment alternatives can be identified. Furthermore, most of the professionals mentioned above, clearly stated that this change should be guided by the CED Management / Coordination Committee in cooperation with the communities, Prefeituras and other Organizations involved in the process.

In addition, strong support was expressed for a move to integrate CED initiatives in a comprehensive CED Action Plan with a vision and focus on creating alternative sources of income, create linkages with local government institutions, inclusion of youth, women and elderly in CED initiatives, continuation of providing Institutional Capacity Building, and initiating learning-by-doing pilot projects.

While not wanting to exclude future potential opportunities and with the understanding that projects would need to be evaluated on their own relative merit, broad support was expressed for the following type of opportunities:

Economic development, entrepreneurial, and marketing support and facilitation

- Value-added fish processing
- Value added dried fruit processing
- Pro-poor Sport Fishing Tourism Services
- Capacity Building and Training for Focus Groups (Youth, Women, Fishermen/Fisherwomen)
- Capacity Building and Training for Organizations, Associations and Colonies to undertake CED initiatives more effectively

A number of development projects such as Business Incubators and Cooperatives (Economia Solidaria) have also been discussed, however due to the limited time frame, these initiatives should limit themselves to training and capacity building.

Implementing the opportunities will require cooperation amongst citizens, local governments, CED organizations and the private sector. What is needed now is a focus and participatory commitment amongst these groups to see these projects through. Nevertheless, it is important to be aware of the often disadvantaged socio-economic position of the target groups and individuals involved and thus the action plan must be sensitive to their priorities, work-loads, availability and commitment.

CED Goals of the PPA

The following 5 all encompassing CED goals are proposed for the next 6 months:

1. Establish a visible economic development focus
2. Encourage the development of entrepreneurial businesses by making business advice, marketing expertise and training available. This includes supporting current CED initiatives and expand if necessary.
3. Ensure that local businesses, entrepreneurs and community groups are educated on CED tools and are informed of the CED opportunities and training options offered by government agencies (SEBRAE, and Prefeituras) as well as other local organizations and associations
4. Diversify the income generation alternatives consistent with the CED vision into:
 - a. specialty agriculture: dried fruit industry,
 - b. pro-poor tourism: local guides, sport fishing excursions, and other spin-off entrepreneurial opportunities
 - c. value added fishing opportunities and with the participation of youth, women and elderly members of the community (fish icing, fish leather, smoked fish)
5. Support groups organizations working on current CED initiatives such as:

Locality and/or group Name	Project Name	Number of Participants	Type of support required
Tres Marias	<ul style="list-style-type: none"> • Projeto Lazer Para Todos • Festa de Beleza e Talentos 	5-12 youths	communication strategy, project plan, self sufficiency training
Beira Rio	<ul style="list-style-type: none"> • Projeto do Bairro • Festa 	200 participants	capacity building with project planning and implementation

	Comunitaria		
Buritizeiro	<ul style="list-style-type: none"> Projeto Feira Pescarte 	8	problems with project implementation
Barra de Guaicui	<ul style="list-style-type: none"> Feira Livre de Produtos Comunitarios 	N/A	Solidify vision of Fair and create linkages with other CED initiatives
Ibiai	<ul style="list-style-type: none"> Projeto Corvina (smoke fish) 	N/A	Organizational, administrative, project structure, market penetration, partnership building

CED Recommended Actions

The action items are broken into 2 categories:

1. Those that can be acted upon immediately and returns can be seen in the near term:
 - a. Creation of the CED Management/Coordination Committee;
 - b. Foster CED Networking;
 - c. Compile CED Toolbox for use by local organizations, associations, community groups, focus groups, local CED organizations and local government CED departments;
 - d. Provide Institutional Capacity Building workshops for Colonies and selected organizations targeting practical skill development: market studies, market penetration of product, project planning, project implementation, communications, mobilization of local organizations as Multiplier Agents and Agents of Change (rather than individuals);
 - e. Facilitate channels to exchange experiences learned and best practices with similar CED initiatives in other regions (ex. Amor Peixe - Associação de Mulheres Organizadas Reciclando Peixe in Mato Grosso do Sul,)
 - f. Create linkage with University Business Faculties to establish mentor programs for local entrepreneurs, organizations and associations (to be added Economic Solidária, if possible) .
 - g. Launch Pilot project integrating Pro-poor tourism and value added smoked fish initiative (CED learn-by-doing);

2. Those that can be acted upon in the near term, but results are not likely for 2-3 years, and require substantial local partnership building include:
 - a. Develop Cooperatives for identified niche markets and Capacity Building Initiatives:

- i. Fish Leather Cooperative,
 - ii. Dried Fruit Cooperative,
 - iii. Women fishnet sewing and washing cooperative
 - iv. Crafts cooperatives
- b. Initiating Business Incubator Program for target group through PPP with local municipalities, the private sector and CED specific government agencies (ex. SEBRAE)

This document only focuses on the short-term actions since the time period is limited to about 6 months. The items are not listed according to order of priority. Priorities can change according to community need, focus group and implementation strategy.

Breakdown of this Document

This document includes 3 main sections. The first section describes the relation of Local Agenda 21 to the proposed action plan for the Projeto Peixes, Pessoas e Aguas (PPA). In addition, the first section also identifies the framework for action, the 6-step approach to CED and introduces the Action Plan Matrix, which will be used to describe a specific pilot project CED initiative. The second section describes in detail the CED Action Plan based on three comprehensive CED goals by outlining the objective and specific actions to undertake. This document only considers actions for the 6-month period (estimate time before project ends). The third and final section illustrates the 3 Logic Models for the CED Goals outlined in section 2 to further illustrate the cause and effect relationship between the actions proposed and expected goals. Finally the document concludes with two appendices.

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1.0 INTRODUCTION TO THE ACTION PLAN

1.1 Relation to Local Agenda 21

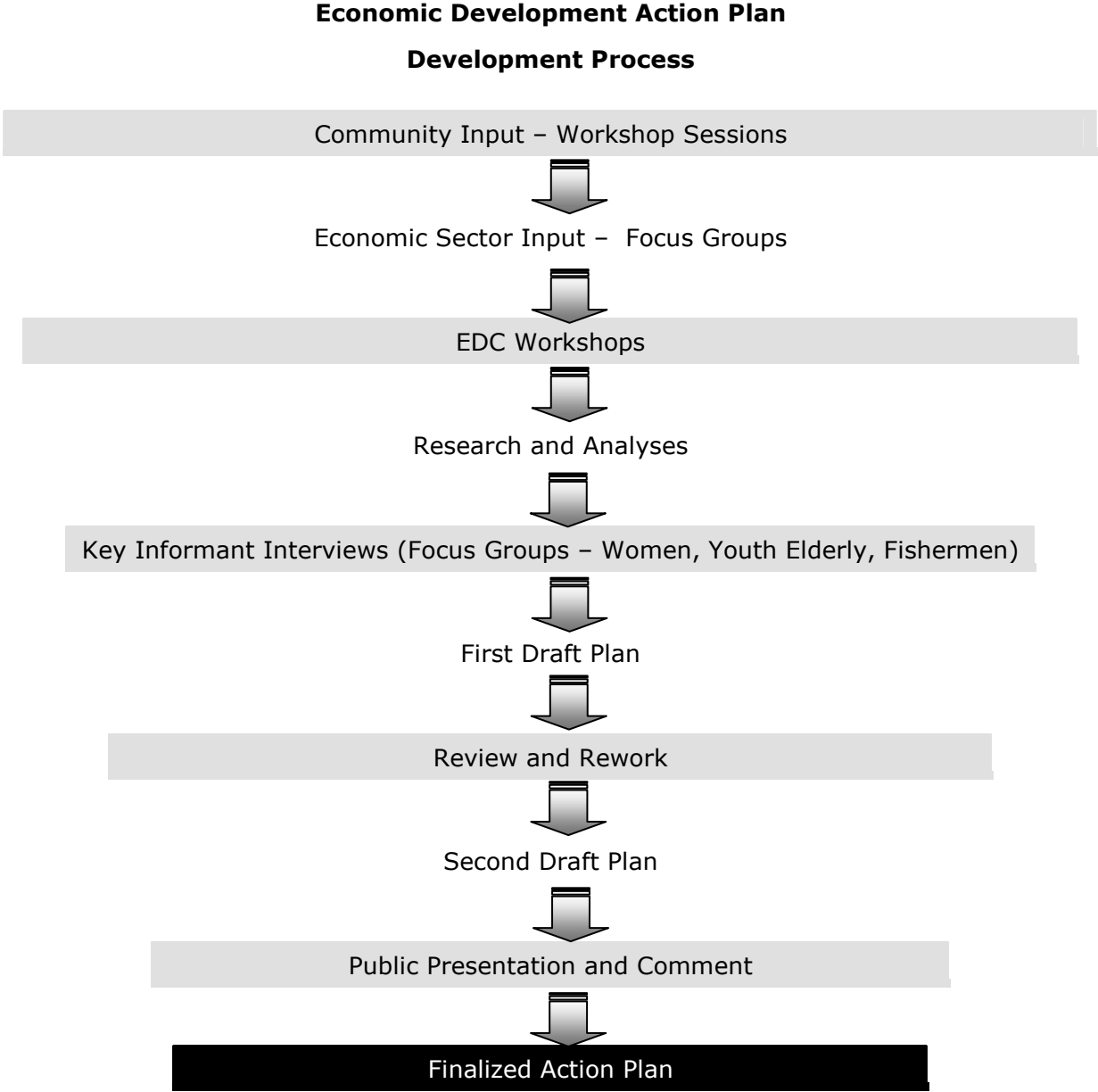
Chapter 28 of Local Agenda 21 highlights the importance of local government's role and a number of elements to consider in developing a local Agenda 21. Specifically:

- Local government plays a vital role in educating, mobilizing and responding to the public to promote sustainable development
- LA21 is a consultative process whereby each council enters into a dialogue with its citizens, local organizations and private enterprises and adopts "a local Agenda 21".
- The consultation and consensus building should be seen as a two-way learning process. Firstly, councils learn from citizens and from local, civic, community, business and industrial organizations and acquire the information needed for formulating the best strategies.' Secondly, it is intended that the process of consultation 'increase household awareness of sustainable development issues.
- All councils should be encouraged to implement and monitor programmes which aim at ensuring that women and youth are represented in decision-making, planning and implementation programs.'
- Representatives of associations of local authorities are encouraged to establish processes to increase the exchange of information, experience and mutual technical assistance among local authorities.

The author made an effort to include in the process the Sustainable Economic Development Variables outlined in Local Agenda 21. By emphasizing this link, the author intends to justify the approach and also propose a bridge between Local Municipal Government Initiatives, the local CED and Conservation Organizations and the PPA.

1.2 Process of Structuring Actions

Following the elements outlined by Local Agenda 21, the CED Action Plan process for this project is proposed to be the following:



1.3 Framework for Strategic Economic Development

A crucial aspect of any comprehensive and long-term CED initiative is the strategic process for identifying the current situation of the locality, understand its socio-economic dynamics and collect information through various CED tools to make informed strategic decisions. It is important to state that this process must be participatory in nature and it is quite time consuming. However, only after truly understanding the socio-economic fabric of the region and its performance in relation to agent regions can one truly identify its competitive advantage.

Development of an economic strategy usually will go forward in cooperation with public information and citizen participation. Business and community leaders plus

representatives of entities involved in economic development are in this case the Agents of Change and the Community Multipliers. They need to be recruited to form a strategy development group. Within this process public information dissemination keeps citizens informed about why the strategic planning process is being

The Economic Development Strategy Process

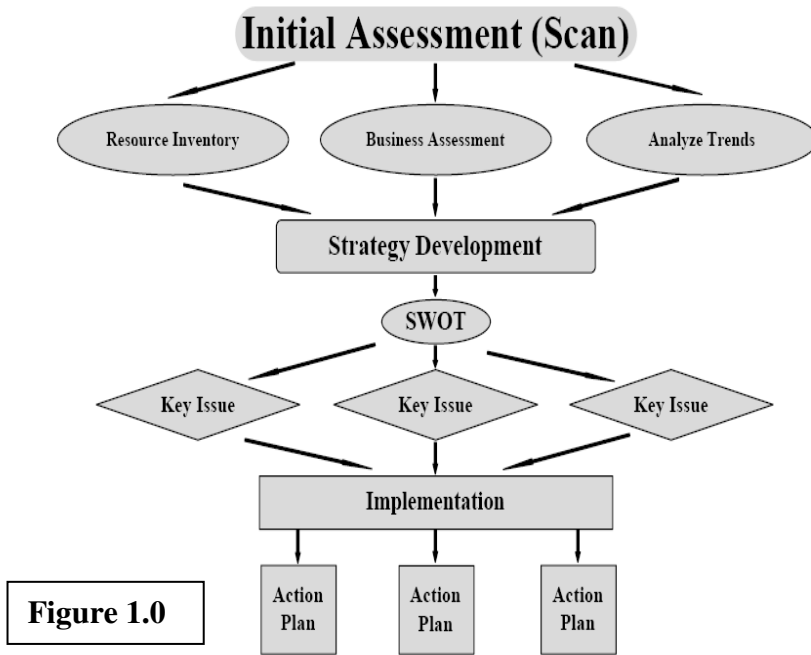


Figure 1.0

undertaken and what benefits can be expected. Figure 1.0 describes the standard strategy development process.

1.4 6 Step CED Process

A major theme of this document is to reinforce the importance of the CED planning process as a means of identifying and selecting appropriate CED initiatives. All of these

processes can in fact become part of the Capacity Building Initiative, to inform the community stakeholders on how to successfully complete CED initiatives.

Projects and initiatives are more likely to get funding and consensus if they are pursued through a formal process and clearly demonstrate a fit with the community. To the contrary, if a community is unable to mobilize and generate a viable development initiative, external forces will have a larger role in determining the future of the community, creating or repeating conditions of dependency.

The following diagram (Figure 2.0) illustrates the six-step process that should be considered with all CED initiatives, regardless of how small the project is. The six-step process provides a frame of reference to deal with the complexities of reality; more importantly, it is a tool that can be used to position the project within the greater economic development strategy.

In light of the above the CED development process initiatives should always set goals, objectives and develop actions for the implementation of the initiative. The next section will portray the Action Plan Matrix to achieve this goal

The CED Six-Step Process Figure 2.0

1. Initiate CED Plan
 - Community Awareness of Needs and Opportunities
 - Issues to Consider
2. Data Collection
3. Analyze and Interpret Data
 - Community Capacity Assessment
 - Situation Analysis
4. Developed CED Plan
 - Determining Community Vision
 - Knowledge of CED Initiatives
 - Initiative Selection
5. CED Plan Implementation
6. Monitor and Revise CED Plan

1.5 Action Plan Matrix

When creating an action plan you should step back and look at the bigger picture before designing your action. It is vital that for the CED Agent to have a common understanding on how economic development is to go forward. The following four guidelines should be considered:

1. The CED Agent must formulate a positive atmosphere for growth
2. The CED Agent needs to actively recruit consensus and partners in the development process
3. The CED Agent must aid entrepreneurs in their activities, streamlining red tape and providing technical assistance

- The CED Agent must develop a comprehensive plan of action, flexible enough to address alternatives as they become apparent.

A good action plan will include:

- the tasks to be done: Pay attention to how they are defined
- the person responsible for doing it – someone who will “champion” the idea
- the time needed to complete the task – be realistic given all
- the success criteria, or a description of exactly how things will happen or what they will look like.

Action planning

- Build on the positive
- Work within your strengths and your strategy
- Determine who will be the lead or “champion” of each action, the time it will take, and resources needed
- Determine critical success criteria.

The following is the proposed the Action Plan Matrix for all CED initiatives and project:

Project/task	Who?	Resources	Timeline	Critical Success Factors
Task 1				
Task 2				

2.0 CED ACTION PLAN - PROJETO PEIXES PESSOAS E AGUAS

This section describes in detail the CED Action Plan based on three comprehensive CED goals by outlining the objective and specific actions to undertake. This document only considers actions for the 6 month period (estimate time before project ends).

2.1 Goal 1: CED Initiatives are coordinated within a comprehensive CED Strategic Plan

Objective 1.1: Creation of CED Management / Coordination Committee

Objective 1.2: Identification of a common CED Vision and Strategic Plan

Objective 1.3: Fostering CED Network

Objective 1.4: Creation of CED Toolbox accessible to local CED Agents and Stakeholders

Objective 1.5: Facilitate the process of CED learning through Capacity Building Initiatives

Objective 1.6: Facilitate the process of CED learning through research of success stories and best practices for similar projects in different regions in Brazil

Objective 1.7: Search for funding

Actions

- I. Committee assigns thematic representatives (pro-poor tourism, value added fishing activity, youth and women focus groups, colonies) and elects CED Agent representatives
- II. Committee compiles CED Directory of all organizations, localities and stakeholders involved in local CED initiatives
- III. Committee coordinates CED visioning workshops, assigns analysis responsibilities and prepares Strategic plan with community stakeholders, fishing colonies, CED organizations, community associations, local government, government agencies, individuals
- IV. Committee develops a work program to implement goals and strategies of the CED Strategic Plan
- V. The committee monitors the implementation of CED Strategies and provides assistance to CED project stakeholders

- VI. Committee facilitates educational opportunities (workshops, seminars, brainstorming sessions, planning sessions, etc) for CED practitioners and interested parties
- VII. Committee interacts with government, universities (Business Management and Marketing Dept.), and private sector to disseminate information regarding CED initiatives in the area + look for PPP and funding opportunities.
- VIII. Implement communication strategy

2.2 Goal 2: CED Stakeholders are able to plan, implement and manage CED projects without dependency - Institutional Capacity Building

- Objective 2.1: Increase work and technical project management skills to ensure that people are able to participate in, or initiate CED projects
- Objective 2.2: Ensure that CED organizations, local associations, focus groups and Fisherman/fisherwomen colonies have the tools and skills to lead projects
- Objective 2.3: Foster an exchange of experiences, lessons learned and best practices among local CED stakeholders and agents
- Objective 2.4: Entrepreneurs and CED Organizations have consultants available to assist them with practical business activities
- Objective 2.5: Creation of CED Toolbox accessible to local CED Agents and Stakeholders

Actions

- I. Structure partnerships with universities that are already participating in the project to retain consultants (upper year university students) available to assist them with practical business activities (ex. Marketing, HR, strategic plan, financial planning, product development, market penetration, price positioning) through a course project, group work.
- II. Divulge project planning, visioning and implementation tools, as well as member mobilization, and active participation rules
- III. Conduct workshops among CED stakeholders to share best practices

- IV. Structure partnerships with SEBRAE, SAAE and Prefeituras to provide a variety of capacity building courses in business management, leadership and visioning
- V. Foster exchange of best practices and sharing of experiences and lessons learned with other regional CED projects and initiatives

2.3 Goal 3: CED Income Generation Alternatives are being fostered assuring equal access to resources and knowledge

Objective 3.1: Pro-poor tourism initiatives are being target in the colonies for fisherman/fisherwomen, youth and women.

Objective 3.2: Value added fishing initiatives are being pursued

Objective 3.3: Youth and women strategies are being implemented

Objective 3.4: Creation of CED Toolbox accessible to local CED Agents and Stakeholders

Objective 3.4: regular implementation of Trade and Artisan Fairs and talent Shows

Objective 3.5: New opportunities of income generation alternatives are constantly being evaluated

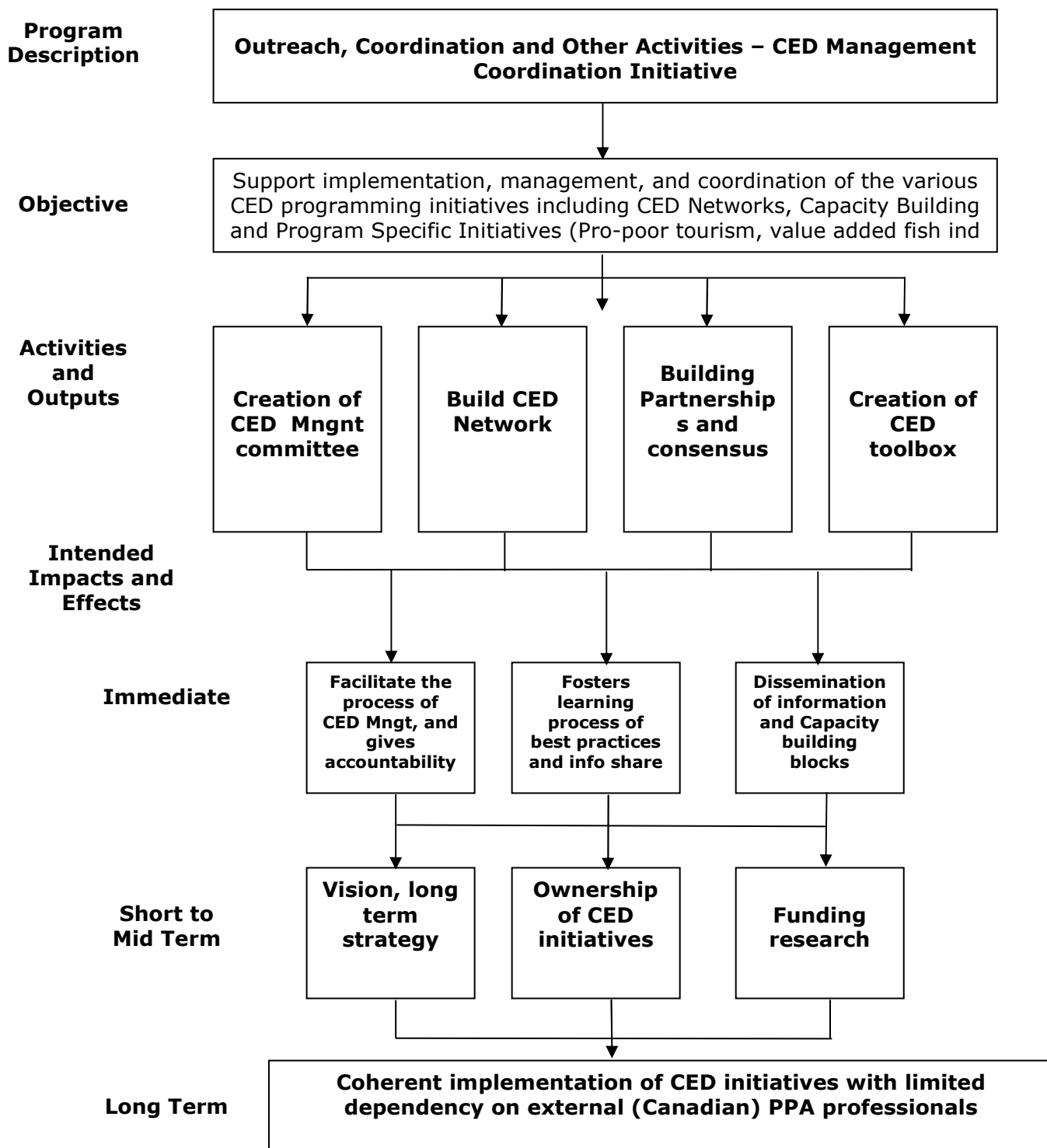
Actions

- I. Assign economic Development professional to assist in the development of integrated projects (ex. So that it involves pro-poor tourism, artisan products and youth participation)
- II. Plan, implement and monitor CED pilot projects in selected localities (a specific colony)
- III. Assist with practical business skills through partnerships with universities and formal training courses as well as workshops and seminars offered by SEBRAE and other CED agencies
- IV. Exchange information and lessons learned from previous experiences – avoid same downfalls
- V. Include comprehensive communication strategy to get support and potentially funding or new partnerships
- VI. Foster exchange of best practices and sharing of experiences and lessons learned with other regional CED projects and initiatives

3.0 CED LOGIC MODELS

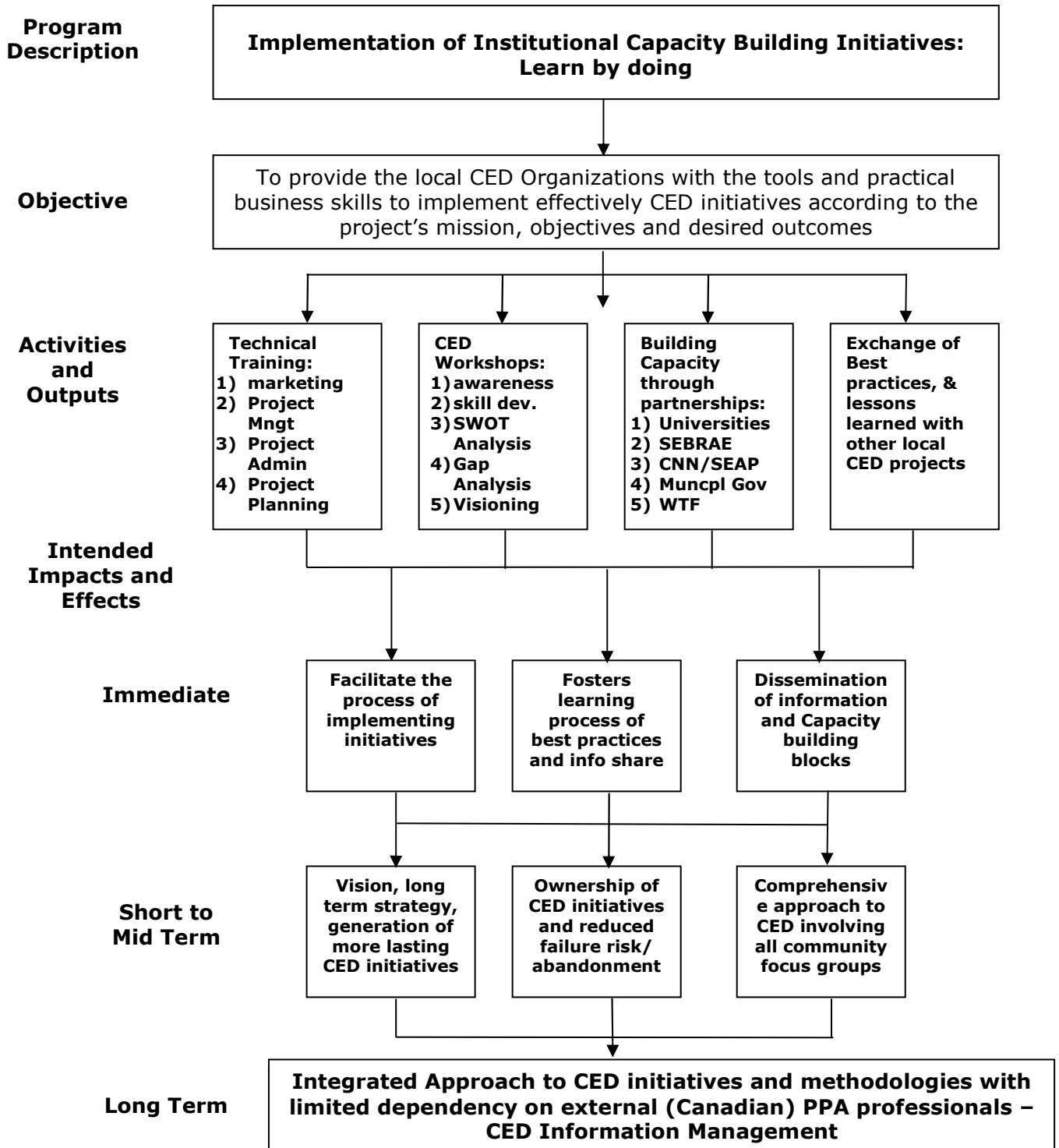
3.1 Logic Model 1: CED Management/Coordination Committee

Target Audience: Local CED Network



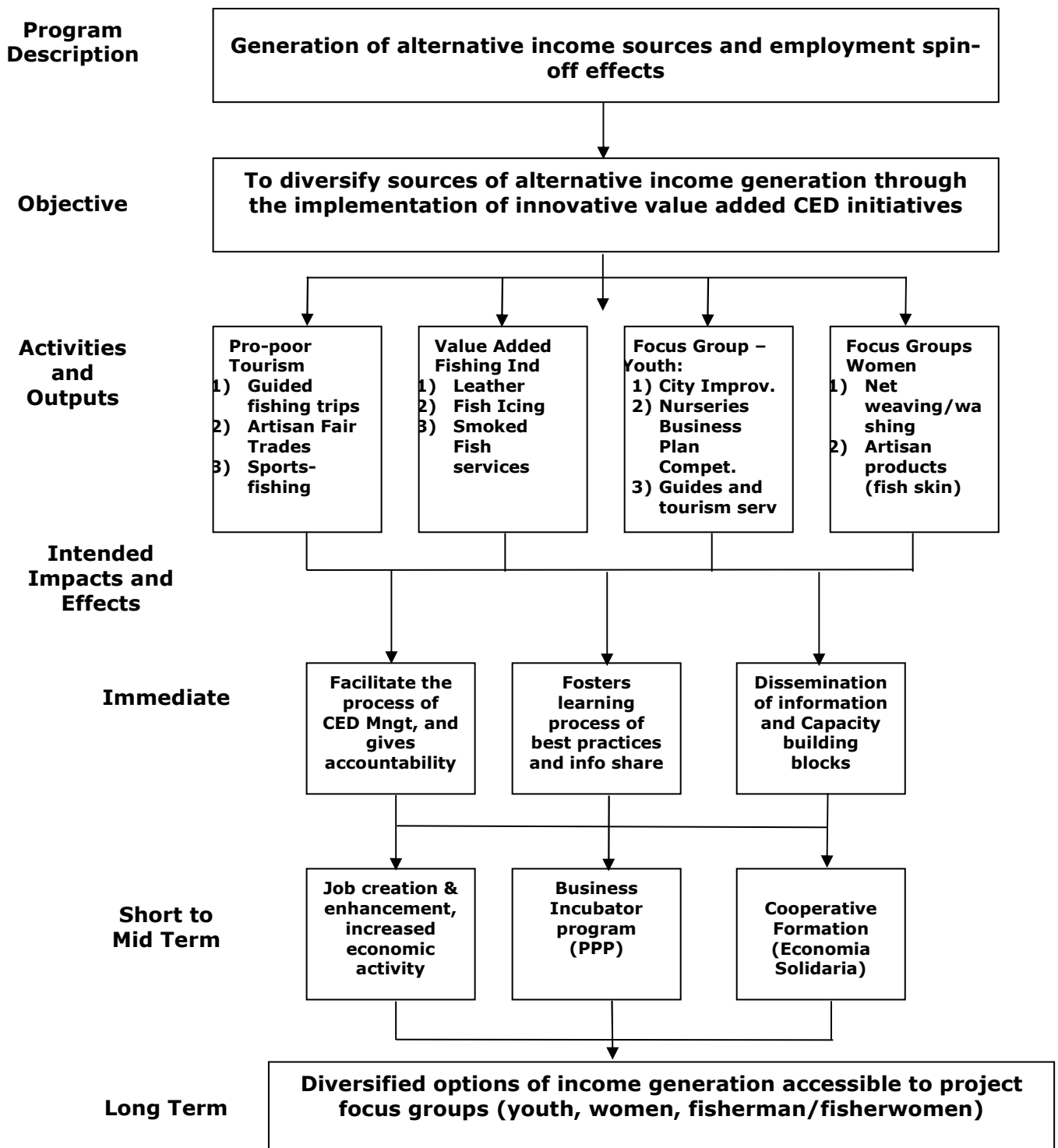
3.2 Logic Model 2: CED Institutional Capacity Building – Learn By Doing

Target Audience: CED Agents, Colonies, Focus Groups, etc



3.3 Logic Model 3: CED Income Generation

Target Audience: Youth, Fishermen, colonies, CED Agents



3.3.1 Example of a Potential Initiative Action Plan: Integrated Value Added CED Pilot Project

Project Name: "Fresh Water Sport Fishing – Noble like the Bacalhau"

Target Audience: Fishermen in Colony (*POTENTIAL* Barra do Guaicui), Youth group

Target Client: Sport Fishing enthusiasts (local or regional)

Project Scope

One of the greatest obstacles to a sustainable pro-poor tourism strategy is the development of a stable clientele/tourist. Although, the tourists are intrigued by the different realities they rarely come back to the same location. The intent of this pilot project is to create a loyal sport fishing clientele, which would come back due to the smoke corvine.

Pilot Project Intent

- 1) To demonstrate how coordinated CED initiative could occur with the proper planning and implementation process.
- 2) To involve youth, women elderly and local fishermen
- 3) To involve CED Agents and Organizations
- 4) To integrate CED of a Value added initiative with a Pro-poor Tourism strategy

Flux of Activities

- 1) Tourist arrives at the colony and is greeted by a trained tourist guide (local youth)
- 2) The tourist is then directed towards the fishing guides and is hooked up with one of them
- 3) The tourist goes on a 3 hour boat ride fishing for Corvina always accompanied by an expert fisherman. After catching some fish returns to the colony and is directed to the smoking house.
- 4) At the smoking house he is greeted by an elderly women from village / trained youth "smoked corvine" specialist
- 5) He pays for the fish to be smoked and is given two choices:
 - a. He can come back in two weeks or
 - b. For an additional charge the house can send the smoked fish to his house once it is ready

Simplified Action Plan

TASK	WHO	RESOURCES	TIMELINE (EST.)	CRITICAL SUCCESS FACTORS
Determine best location for fishing corvinas	Colonies Association + experienced fisherman	Personal Experience	1 week	Good location with abundant supply of Corvina fish + sustainability issues
Form Group of Fishermen Guides	CNN, SEBRAE, ED Consultant		2 weeks	A good number of fishermen to guide weekend tourists on sport fishing excursions
Train Fisherman in Tourism service provision	ED Consultant, other CED Agents	John and University Tourism Students	1 month	Need to possess marketing skills, presentation skills, sales skills
Create smoke house association	AMMESF, John		1 month	A good number of youth or elderly women to perform the procedure after tourist drops-off his catch.
Train youth or elderly women to be smoked fish specialists	COMLAGO, AMMESF Youth Association	Smoked Corvina Specialist (workshop with Stevens)	3 months	Need to possess technical knowledge and marketing skills, presentation skills, sales skills, management skills, inventory skills
Communicate Project to other CED Agents in the region	CED Coordination/ Mngmt Committee	CED Network	3 weeks	Message is out about the newest "Bacalhau Experience"
Market Project on radio and local TV stations	Trained youth, elderly and fishermen	N/A	1 month	Increased awareness regarding the pilot project
Monitor Results	CED Committee + John + Local Colony Association	University students (business or Tourism)	ongoing	Concrete Indicator development and monitoring
Share Experiences	Stakeholders	PPA Universities	1 day	Case Study Document
Lessons Learned	Stakeholders with other CED Agents	PPA Universities	1 day	Workshop and Seminar Presentation

APPENDIX 1: ASSESSMENT OF CURRENT CED INITIATIVES

The information in the following chart was compiled from existing information regarding CED initiatives, problems encountered, new directions, etc.

Specific Current CED Initiatives (Locality, Project and Success)

Locality	Name of Project	# of Participants	Situation Analysis
Tres Marias	<ul style="list-style-type: none"> • "Projeto Lazer Para Todos" • "Festa de Beleza e Talentos" 	5-12 youths	overwhelmed with work &- too much emphasis on beauty pageant and not enough talent (lack of communication strategy Needs: communication strategy, project plan, self sufficiency training
Beira Rio	<ul style="list-style-type: none"> • "Projeto Fortalecimento da Associacao do Bairro" • Festa Comunitaria 	200 participants	Need capacity building with project planning and implementation
Buritizeiro	Projeto Feira Pescarte	people but did not happen	problems with project implementation
Barra de Guaicui	Feira Livre de Produtos Comunitarios	N/A	The Fair is still very fragile and its CED impact is being questioned
Ibiai	Projeto Corvina (smoke fished)	did not launch	Inable to mobilize and adopt new opportunity

APPENDIX 2: LIST OF NEW CED INITIATIVES PLANNED FOR SEMESTER

The information in the following chart was compiled from existing information regarding CED initiatives, problems encountered, new directions, etc.

Specific Future Initiatives (Agents and Projects)

SAAE would attend their interest in enviro education;

- 1) SAAE and water treatment options
- 2) Youth Activities – nurseries, day care centers (women youth), city beautification projects
- 3) SEBRAE, should be a strong partner - pursue development of practical skills - fish icing, fish leather, smoked fish, dried mangos, etc. - things that can be worked on with the other, organizational side of CED.
- 4) SEBRAE and CNN – co-op training program
- 5) SEAP – could do the same as SEBRAE. All need some marketing component.
- 6) Ministry – Economia Solidaria
- 7) Youth (Beira Rio) – training youth to open doors
- 8) Banco do Brasil – Horta Comunitaria

John's Potential Role

- Colonies (IBIAI, Buritizeiro, Barra do Guaicui) – Institutional Capacity Building Pilot Projects: practical training in coop development, market development, administration mng, (SEBRAE, UNIVERSITIES – business students as mentors of the CED initiatives)
- Market Analysis for Fair Trade and traditional embroidery
- Strengthening Multiplication Agents and Agents of Change (ORGANIZATIONS not INDIVIDUALS)
- Promote exchange of best practices, success stories and lessons learned with other initiatives (local and regional)
- Formalize participation criteria
- Income generation initiatives must be linked to the colonies
- Create and communicate/market the CED toolbox through the CED Mngmt/Coordination Committee to the Local CED Network.