

Monthly Field Activity Report

Consultant to World Fisheries Trust

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Contract #: WFT06 –JW/01

Report for Month of: April, 2006

Completion Date of Report: May 01, 2006

Activity Log

Dates	Activity	Short-term Results (Outputs)	Costs PPAgua	Counterpart in-kind contribution (goods/services)
01/04/2006	Trip to Pirapora. Full day Meeting with Ze Andrade (Project Consultant) to discuss and prepare the CED draft work plan based on the situational analysis reports for all 6 CED Pilot Projects. The draft will be presented and discussed with the project partners at the CED Council Meeting on April 19 th . Finalized the objectives of Elena's CED workshops.	2006 CED Draft Work Plan	Transportation	Meeting Location 6 hours and Transportation
02/04/2006	Meeting with Andrea and Ailton (Beira Rio) to discuss the situational analysis report for the Beira Rio Neighborhood Association Pilot Project. Scheduled meeting to develop action plan for the association for the 12 th of April Meeting with Dona Zeze and Raimundo Relogio (Beira Rio) at their house to invite them and their family to participate in the Smoked Fish Pilot Group.	Action Plan Meeting scheduled and involvement of another family in the Smoked Fish Group	Transportation and Printing costs Phone bill	none
03/04/2006	In partnership with the Municipality of Tres Marias tried to obtain non-toxic saw dust to be used for smoking the fish. Had meetings with Wesley (SEMEIA), Ze Tingi (Chief of Road and Landscaping and Urban Maintenance Division) and Edson (Chief Carpenter at the Operations Division). The objective of all three meetings was to bring awareness to the Smoked Fish Project and to secure ample supply of Mango trees from daily collection of old wood	Increased awareness and support on behalf of the Municipality of Tres Marias of the Smoked Fish CED Pilot Project	Transportation costs Phone bill	Meeting room, personnel time (3 people * 1.5 hours each)
04/04/2006	With Roberto Carlos (Director of Environment Secretariat) and Wesley and Lozinho from SEMEIA, resolved the logistic bottlenecks of transporting the non-toxic mango wood from a local dump site to the Municipality's Operations Division to be transformed into non-toxic sawdust for smoking fish Made the necessary preparations to carry out the two day Smoked Fish workshop Meeting with Betty from ADETRES (local development agency) to gain support for the project. ADETRES willingly gave access to Flip Chart, Flip Chart Paper and Markers for the workshop	Guaranteed non-toxic sawdust for smoking fish Purchased material for presentation and sanitary material for the workshop Strengthened institutional support and partnership for the project	Transportation Costs Workshop Material Costs Phone bill	Transportation costs and personnel to transport the mango wood Phone bill
05/04/2006	All day Fish Smoking Workshop Day 1: Preparation of the salt brine and Organizational Capacity Building - Creation of the Fish Smoking Group	Solidified the Fish Smoking Group – 7 women and capacity building Transfer of Knowledge – Fish Smoking	Transportation Costs and additional materials for the Workshop Phone bill	Presentation Material (flipchar etc..) Use of personal residence to smoke fish
06/04/2006	All day Fish Smoking Workshop Day 2: Fish Smoking and Assets Based Dynamics – Exploring The Assets and Talents of Group Members Participatory Planning and Preparation of Saturday Sampling Event	Transfer of Knowledge - Fish Smoking Transfer of Knowledge - Assets based Community Economic Development Transfer of Knowledge – Organizational Capacity	Transportation Costs and additional materials for the workshop	Presentation Material (flipchar etc..) Use of personal residence to smoke fish
07/04/2006	Preparation of the Saturday Event – Family Sampling and Presentation of Results Prepared and sent Invitations to project partners, other CED initiative pilot groups and community members	Build awareness among project partners	Transportation costs and Food for the event Phone bill	none
08/04/2006	1 st General Meeting of the Smoked Fish Group - Half day event - Sampling and Presentation of Results of the Smoked Fish CED Pilot Project Meeting with Artisan Group (7 women), Alison (PPA), Dona Vera (representative of Fish Smoking Group) and Sr. Raimundo (Federation of Fishermen) to discuss opportunity to create artisan packaging for the smoked fish to add more value to the end product. Discussion about materials, size, and potential partnerships (Industria Ceramica),	Smoked Fish Pilot Project Awareness and Capacity Building New Partnership with Artisan Group and Smoked Fish Group	Transportation costs Presentation Material Food for event Phone bill	Transportation costs Food for the event and space to host event

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09/04/2006	<p>Meeting with Beira Rio Youth Association to present the Smoked Fish Pilot Project, the group of women and results achieved. During the meeting I made a proposal to the youth to participate in the project by joining us to smoke the fish and also design a logo and a slogan for the group to be used on all banners, pamphlets and other promotional material</p> <p>Met with João (father of Vanilda – member of the artisan group that participates in the Smoked Fish Project) to learn about the technique of making a smoker with bricks and barrel. Discussed with João if he would be interested in giving a small workshop to the men of the Smoked Fish Group on how to build the smoker.</p>	<p>Increased awareness of PPA CED Pilot Projects in the community and created New Partnership between Beira Rio Youth Association and Smoked Fish Pilot Project</p> <p>New resource for exchange of local knowledge to facilitate the development of the Smoked Fish Group</p>	Transportation costs	Meeting Room
10/04/2006	<p>Trip to Belo Horizonte to look for Vacuum Packaging device for Smoked Fish Pilot Project and Visa Registration with Federal Police</p> <p>Meeting with Community Reporters in Beira Rio to learn more about the project and results as well as other youth projects in the community (i.e, watershed model, youth association)</p> <p>Informal meeting with the City of Barretos Delegation (Mayor, Secretary of Environment, biologist and assessor to the Mayor) to discuss potential exchange of knowledge and partnership</p>	<p>Potential opportunity to replicate PPA know-how in other Brazilian communities</p>	<p>Transportation Costs</p> <p>Phone bill</p>	Transportation Costs and Food
11/04/2006	<p>Half day formal presentation of PPA CED initiatives and action plan as well as case study of the Smoked Fish Group to the City of Barretos Delegation, Betty (ADETRES), Roberto Carlos (Secretary of Environment – Tres Marias), Sarah Bryce (PPA), Diana (Federation of Fishermen), and the Mayor of Tres Marias</p> <p>Meeting with Roberto Carlos regarding Tres Marias Artisan Event to support in the development of a banner for the Smoked Fish Group. The Municipality is also offering a spot at the event at no cost to give more sampling opportunity of the smoked fish product to the population at large.</p> <p>Meeting with Beira Rio Youth Association to present the Smoked Fish Pilot Project, the group of women and results achieved. During the meeting I made a proposal to the youth to participate in the project by carrying out a market study regarding the product in the city of Tres Marias.</p> <p>Participation in the SEBRAE and SENAI Certificate Ceremony hosted by the Municipality of Tres Marias</p>	<p>Increased awareness amongst PPA's institutional partners of PPA CED Projects and methodology</p> <p>Strengthened partnership between the Smoked Fish pilot project and the Municipality of Tres Marias</p> <p>New partnership between the Youth Association from Tres Marias and the Smoked Fish Pilot Group</p> <p>Networking</p>	<p>Transportation Costs</p> <p>Phone bill</p>	<p>Presentation Material</p> <p>Transportation Costs</p> <p>Food and refreshment for event</p> <p>Meeting Room</p>
12/04/2006	<p>Half day meeting with the Smoked Fish Pilot group to reflect on the workshop and sampling event that took place last Saturday as well as to plan the next steps and events including the participation of the group in the Tres Marias Festival (for further sampling) and the Fish Festival in Morada Nova to commercialize the product for the first time. We also discussed organizational challenges and how to resolve them, During the meeting the group calculated the opinion results which were distributed to all event participants during the sampling of the smoked fish. The results will be presented during the 2nd General Meeting for the Smoked Fish Group</p> <p>Half day meeting with the Lazer para Todos Group from Tres Marias (4 participants: 3 community and 1 institutional) and Neighborhood Association of Beira Rio (3 participants: 1 from community and 2 institutional) to prepare project action plans for 2006 to be presented and discussed during the CED Council meeting on the 19th of April</p>	<p>Participatory Development of Yearly CED Action Plans for each of the CED Pilot Projects</p> <p>Action Plans</p>	<p>Transportation Costs</p> <p>Phone bill</p>	<p>Presentation Material</p> <p>Transportation Costs</p> <p>Meeting room</p>
13/04/2006	<p>Finalization of CED Action Plans</p> <p>Finalization of PPA CED Work Plan Proposal</p> <p>Preparation of 2nd Smoked Fish General Meeting</p> <p>Preparation of CED Council Presentations</p> <p>Write up of Summary Reports for events that occurred up to date</p> <p>Event planning for April</p> <p>Planning of Elena's CED Workshops (24, 26 and 27 of April)</p>	<p>Consultant fee</p>	<p>none</p>	<p>Consultant fee</p>
14/04/2006	<p>Finalization of CED Action Plans</p> <p>Finalization of PPA CED Work Plan Proposal</p> <p>Preparation of 2nd Smoked Fish General Meeting</p> <p>Preparation of CED Council Presentations</p> <p>Write up of Summary Reports for events that occurred up to date</p> <p>Event planning for April</p> <p>Planning of Elena's CED Workshops (24, 26 and 27 of April)</p>	<p>CED Action Plans for individual CED Pilot Projects</p> <p>PPA CED Workplan 2006</p> <p>Material for CED Council Presentations</p>	<p>Consultant fee</p>	<p>none</p>
15/04/2006	<p>Finalization of CED Action Plans</p> <p>Finalization of PPA CED Work Plan Proposal</p> <p>Preparation of 2nd Smoked Fish General Meeting</p> <p>Preparation of CED Council Presentations</p>	<p>CED Action Plans for individual CED Pilot Projects</p>	<p>Consultant fee</p> <p>Internet fees</p> <p>Phone bill</p>	<p>none</p>

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	Write up of Summary Reports for events that occurred up to date Event planning for April Planning of Elena's CED Workshops (24, 26 and 27 of April) Research for Smoked Fish Group – Packaging and Sanitation issues	PPA CED Workplan 2006 Material for CED Council Presentations		
16/04/2006	Finalization of CED Action Plans Finalization of PPA CED Work Plan Proposal Preparation of 2 nd Smoked Fish General Meeting Preparation of CED Council Presentations Write up of Summary Reports for events that occurred up to date Event planning for April Planning of Elena's CED Workshops (24, 26 and 27 of April) Research for Smoked Fish Group – Packaging and Sanitation issues	CED Action Plans for individual CED Pilot Projects PPA CED Work plan 2006 Material for CED Council Presentations	Consultant fee Internet fees Phone bill	none
17/04/2006	2 nd Smoked Fish General Meeting during which the group decided to participate in the 1 st ExpoMarias Festival to present smoked fish to the public. Based on this, the group decided to smoke 30kg of fish to give out 15 kg of smoked fish and to do so created a 3-day work plan beginning next Sunday. During the meeting I presented the results from the sampling event that occurred on the 8 th of April	3-day work plan to smoke 30kg of fish Group involvement and participation to decide important phase in exposing their new product	Transportation Costs Presentation Materials Snacks during meeting	Presentation Materials Meeting Room
18/04/2006	Preparation of the CED Council Meeting to take place on Wednesday 19 th	Planning of CED Council Meeting	Transportation Costs	N/A
19/04/2006	Half day CED Council Meeting took place at SINI to share experiences among CED Pilot Groups, inform the institutional partners and community group members of Elena's workshops and present the yearly CED Work Plan. All CED Pilot Groups were represented by group members and institutional representation from Tres Marias and Bairro Beira Rio (São Gonçalo do Abaeté). Group member representatives carried out their own presentations	CED Yearly Work Plan approved by Community Groups and Institutional Partners Higher awareness amongst CED Pilot Groups of their difficulties and similarities New Date and location established for next CED Council Meeting	Refreshments and snacks during the meeting Presentation Material Transportation Costs	Meeting Room Presentation Material
20/04/2006	All day General PPA Meeting with institutional Partners, community leaders, colony representatives, CED Pilot Groups and other community initiatives (Youth, GTPesca, etc). Presentation of achievements and yearly work plans and strategies to be carried out until the end of 2006 Planning of Elena's workshop (next week) with Sara and Ze Andrade, preparation of the invitation letters for CED Pilot Groups and Institutional partners, and bought material for the workshops	CED 2006 Work Plan discussed and approved Planning of CED Workshop	CED Workshop Materials	N/A
21/04/2006	Preparation for the 3-day work schedule to smoke 30 kg of fish for the Expomarias Festival Preparation for the CED Workshops to be presented by Elena Rezende Presentation of CED Smoked Fish Project to the Fundação Banco do Brasil (Paraca) in Beira Rio Structured Partnership with CEMIG to donate Mango Tree saw dust for the project	Presentation of CED Project to potential funding organization New Partnership to support Smoked Fish initiative	Transportation Costs	Meeting Room
22/04/2006	Preparation for the 3-day fish smoking session	Event Planning	Transportation costs and Materials for smoking fish	none
23/04/2006	Fish Smoking Session	Smoked fish prepared for participation in the Tres Marias Festival	Transportation Costs Materials required to prepare brine and smoke fish	none
24/04/2006	Fish Smoking Session	Smoked fish prepared for participation in the Tres Marias Festival	Transportation Costs Materials required to prepare brine and smoke fish	none
25/04/2006	Fish Smoking Session	Smoked fish prepared for participation in the Tres Marias Festival	Transportation Costs Materials required to prepare brine and smoke fish	none
26/04/2006	Full Day CED Workshop – Organizational Capacity Building for institutional partners. Presentation of CED Concepts and Models, sharing of experiences and best practices among Santo Andre, Pirapora, Tres Marias and Beira Rio Planning the participation in the 1 st ExpoMarias Festival	Greater CED Awareness, exchange of knowledge and experiences amongst municipalities	Transportation Costs Refreshments and lunch	Workshop room Coffee and refreshments Presentation Materials Flipchart and paper TV and Vide

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27/04/2006	Full Day CED Workshop – Organizational Capacity Building for CED Pilot Groups. Presentation of CED Concepts and Models, sharing of experiences and best practices among CED Pilot Groups from Tres Marias (Lazer para Todos) and Beira Rio (Youth Association, Smoked Fish Group and Neighborhood Association) Bought Materials for the Expo stand	Greater CED Awareness, exchange of knowledge and experiences amongst CED Pilot Groups and individual members Implementation of acquired knowledge in the individual CED Pilot Groups	Transportation Costs Refreshments and lunch	Workshop room Coffee and refreshments Presentation Materials Flipchart and paper TV and Vide
28/04/2006	3 rd General Meeting with Smoked Fish Group to discuss details of participating in the Festival including work schedule for two days of presentation (4 groups of 5 people each) Preparation and decoration of Expo Stand	Participatory planning of event	Transportation costs, stand materials and lunch for group members	none
29/04/2006	Full Day participation in the 1 st ExpoMarias Festival giving out smoked fish samples to the population and collecting opinion votes	Increased awareness of new product in the local market, increased confidence level of the group members, exposure of CED PPA Project	Transportation Costs, and lunch for group members	Stand, banner and location, free access for stand personnel
30/04/2006	Full Day participation in the 1 st ExpoMarias Festival giving out smoked fish samples to the population and collecting opinion votes	Increased awareness of new product in the local market, increased confidence level of the group members, exposure of CED PPA Project	Transportation Costs, and lunch for group members	Stand, banner and location, free access for stand personnel

Activities and Results Summary

1.0 Principal Results

During the month of April the majority of time and effort was dedicated to three principal activities which include:

- 1) Planning and Finalization of the 2006 CED Work Plan with the project partners: Together with Ze Andrade, Andrea and Ailton (Beira Rio) and Rosa (Tres Marias)
- 2) Planning and Implementation of CED Council Meeting and the CED Workshop conducted by Elena Rezende from Santo Andre
- 3) Mobilization and development of the Smoked Fish CED Pilot Group

In light of the above, at this stage we can refer to principal results as:

Type of Result	Description	Next steps
1) Sharing knowledge and experiences amongst project partners and individual CED Pilot Groups	Both the CED Council Meeting (April 19 th) and the CED Workshops (April 24 th , 26 th and 27 th) gave excellent opportunities to structure a more systematic development of PPA CED Initiatives as well as provided ample opportunities for both institutional partners and community groups to share experiences, learn new concepts and present their action plans and discuss their strategies. Although all 6 Pilot Projects are unique to their own local reality, they share similar obstacles and difficulties. The opportunity to learn for both group members and institutional representatives is phenomenal and has occurred during the CED Council meeting, during which the individual group members presented their group's action plans and strategies. The learning cycle is exceptionally visible amongst the smoked fish group from Beira Rio and Tres Marias and the Corvina Project from Ibiaí. Both groups are experimenting with smoked fish and although are using different technologies, they willingly share success stories and best practices to improve the quality of the product.	During the next CED Council Meeting (which will take place at the end of May) the Fish Smoking group from Tres Marias and Beira Rio will visit the fish smoking operation from Ibiaí to exchange technical knowledge, recipes and ideas. Both groups will participate in a technical visit to Serra da Mantiqueira which is currently commercializing smoked trout (which will talk place on May 27 th). This visit will help the group members conceptualize their commercialization strategy avoiding pitfalls and maximizing the return on investment.
2) Approval of CED Work Plan and implementation	During the CED Council Meeting and the General PPA Meeting the CED Work Plan was presented, discussed and approved. The CED Yearly Work Plan is based on a solid methodology which focuses on social learning cycles from theory, to practice, and to the reflection of the results. The pivotal element of this methodology is of group autonomy thus reducing dependence of the group on PPA's inputs by strengthening its organizational structure and functioning. The methodology is made up of two parallel actions: <ol style="list-style-type: none"> 1) Strengthening the institutional involvement in local CED initiatives 2) Using popular education to build organizational capacity and convey technical knowledge to the individual pilot project groups. An interesting component of the CED Yearly Work Plan is that it is adaptable to the local reality of the individual CED pilot groups.	Carry out the methodology that was approved by PPA Project Partners with flexibility to accurately represent the reality of each pilot project
3) Mobilization of the Smoked	After conducting a quick appraisal with the original participants of the fish smoking workshops, the project coordinators and the CED	Although the group is knowledgeable in fish smoking

<p>Fish CED Group in Beira Rio and Três Marias</p>	<p>Consultant decided to form a new group which was more representative of the fishing community, especially wives and daughters of fishing families as a measure of revitalizing the CED initiative. On one hand the decision was based on an observation that the original group had very little time to dedicate to the fish smoking activity. On the other hand, wives and daughters of fishing families showed an impressive interest in learning the technology and in applying it to generate alternative family income. Since the beginning of April, the group met 9 times (3 general meetings, participated in a 2-day fish smoking workshop, conducted a 3-day fish smoking work schedule and a 2-day festival to give out samples of the smoked fish to the general population, and 1 small meeting to calculate the results of the sampling event). Although the group started with 7 women, today the fish smoking group includes 13 women (wives and daughters of fishing families) and 5 active men members (their spouses or partners). In total the project involves 12 families. The group is fully mobilized, and possesses the technical know-how of smoking fish as well as the first phases of the commercialization cycle.</p>	<p>technology it can hardly be called a community group but rather a group of people that participated in a technical seminar with a common interest to learn the technology. Thus, to make this initiative a community development one the next activities will focus on group structure, rules of participation, organizational capacity building, conflict resolution and associative work</p>
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2.0 Unexpected Results and Spin-offs

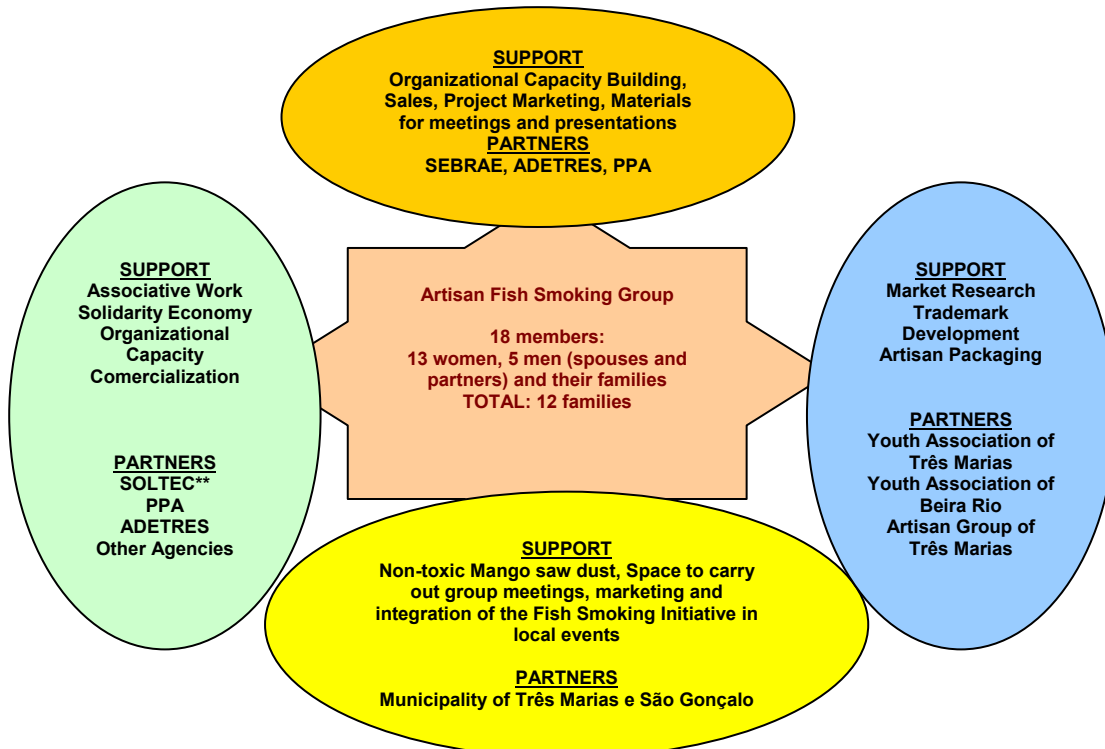
The unexpected results can be classified in two separate categories:

a) Partnership Building with the Fish Smoking CED Pilot Project

The Fish Smoking CED Pilot Project had a very good performance in terms of partnership building with both institutional partners and other community groups and organizations. Perhaps the most important factor that facilitates the creation of partnerships is that the members of the pilot project are open to new ideas and partnerships as long as they understand its objective and expected results. The group members are aware that only through solid partnerships they will be able to build a local image, participate in local events and generate income opportunities. There are four types of partnerships that the group is currently benefiting from:

- 1) Partnership that facilitates access to raw materials to carry out the fish smoking operation
- 2) Partnerships that build Organizational capacity
- 3) Partnerships that Integrate the fish smoking initiative into local events
- 4) Technical partnerships with other community groups and associations that will carry out market research, trademark development and artisan packaging to add more value to the final product.

All the current partnership and corresponding support can be visualized through the following graph:



Project and Technology ownership within the Fish Smoking Initiative

The fish smoking technology that was presented to the group members is based on Canadian salmon smoking know-how. Although the technical process was kept in tact, the group members (mainly women) adapted the process by incorporating local knowledge and thus improved the quality of the final product. During the 1st Fish Smoking workshop which took place in December, critical fish smoking steps were identified including the preparation of the brine solution, fish smoking timing, and critical temperatures that needed to be satisfied in order to give the fish the smoked flavor, conserve the fish and kill all the bacteria thus making the product tasteful and safe to be consumed. The knowledge that was generated during the 1st workshop served as the technical base, however to facilitate the implementation of the Fish Smoking initiative the following adaptations were proposed and implemented by the group members during the 2nd Fish Smoking Workshop that took place on the 5th and 6th of April:

Canadian know-how & Tech.	Brazilian Adaptation
Electric Fish smoker	Due to high energy costs, financial restrictions and unavailability of such equipment (especially the pressed saw dust pellets) the group decided to adapt family bread ovens which are readily available to smoke the fish
Compressed saw-dust pellets	Due to the requirement to use non-toxic saw-dust in the smoking process, the group is using Mango Tree saw-dust - a raw material that is readily available in the region from dead Mango trunks which are collected by the City of Três Marias
Smoke conducting aluminum pipe	Since the flexible aluminum pipe is not available in the region the group is using a recycled galvanized metal pipe to conduct the smoke from the Mango saw dust into the bread oven. To help in the burning of the saw dust air is blown through a Papaya cane that is also readily available.
Salt concentration of the brine	Instead of applying a single concentration of salt brine for all types of fish cuts, the women of the group decided to reduce the salt concentration and extend the time that the fish would stay in the brine from 3 hours to 12 hours in the refrigerator. In the end this decision helped the product became less salty (adapted to local consumption habits) yet still guarantee the conservation of the product
Concentration of the smoke flavor of the fish	Through sampling events the group identified that the smoke flavor had to be less intensive to satisfy the expectation of the public and thus improve the quality and penetration of the product into the local market. The group decided to increase the amount of smoke in the initial hours of the smoking process (when the fish is still raw) and gradually reduce the amount of smoke throughout the remainder of the fish smoking process.

Besides enhancing the quality of the product and facilitating the process, the adaptation of local knowledge to the fish smoking process generates among the group members ownership of the technology and of the fish smoking project as a local community development initiative.

b) Inclusiveness and diffusion of the technology within the members of the Fish Smoking Initiative

The revitalized fish smoking initiative began with a group of 7 women representing 5 fishing families. Within a month, the group grew to 18 members representing a total of 12 families from the community of Beira Rio and the city of Três Marias. The expansion of the project reflects the inclusive nature of the group members who are interested not only in learning the new technology but are also willing to diffuse the knowledge through their informal network of friends, family members and neighbors.

c) Confidence and self-esteem building of individual members of the Fish Smoking Group

Two important events that were planned and carried out by the fish smoking group throughout the month of April gave the individual members the opportunity to build confidence and self-esteem. The first important event occurred on the 8th of April during which the 7 women that participated in the fish smoking 2-day workshop, presented in front of an audience of about 40 people which included family members, institutional partners, and representatives of other community groups (i.e. youth associations, and neighborhood association) their newly acquired knowledge and result (8kg of various kinds of smoked fish). Women (both old and young) that never actively participated in PPA project events, were the protagonists of the event. The women themselves during the event expressed feelings of being appreciated. This event was also a catalyst to attract other women and their husbands/partners (which today are active members of the group) to participate in the project.

The second important event which stimulated the member's confidence was their participation in the 1st ExpoMarias Festival organized by the City of Três Marias which attracted more than 4000 people from the region. During this event the group presented smoked curimba fillets to the local population giving out samples and collecting opinions to improve the quality of the product. Not only did they learn an important lesson in introducing and marketing a new product but more importantly had the chance to be praised by the local population for the effort that they invested, and encouraged to pursue their initiative to commercialize the product. More than 400 people sampled the smoked fish and gave their opinion on ballots that were collected and analyzed by the members of the group.

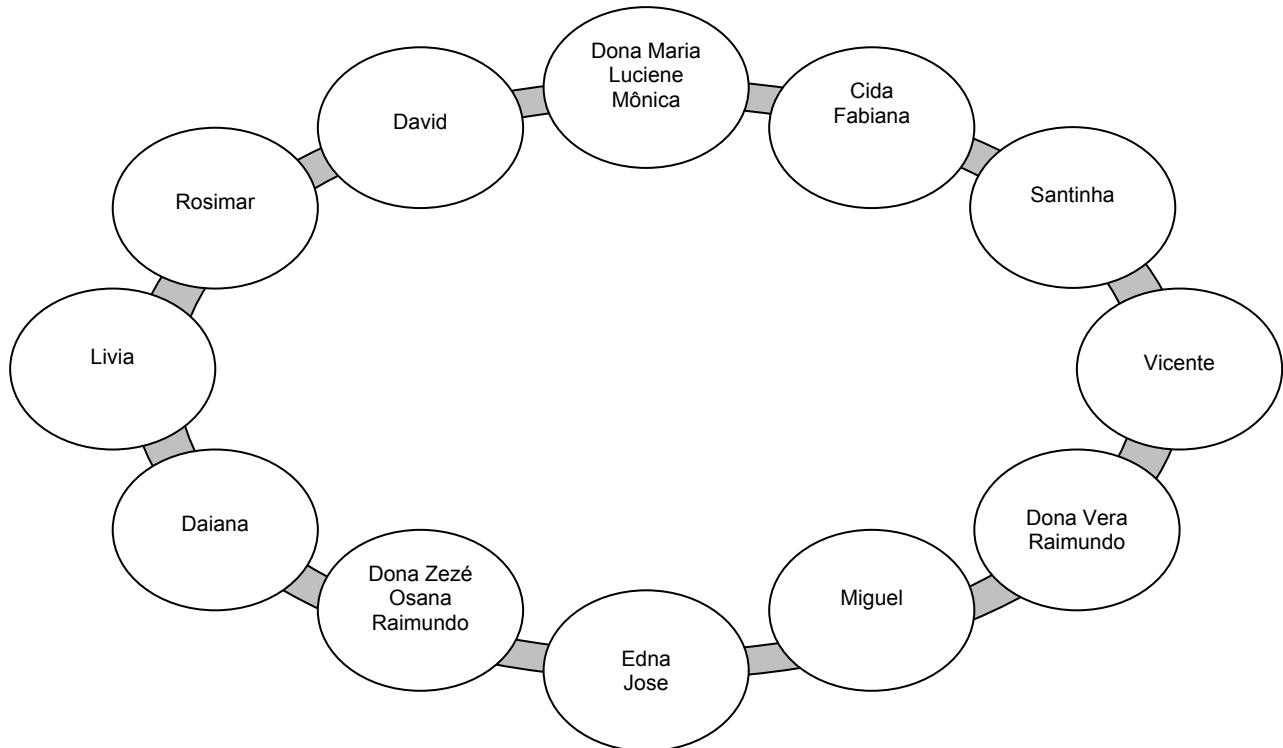
3.0 Gender Profile of Participants

The gender profile of the Fish Smoking CED Pilot Project participants has changed substantially as a function of the group's expansion and inclusive nature. The following chart illustrates the dynamic of the group's expansion and the corresponding gender profile of the active group members, and is based on their participation in the two big events:

- 1) Fish Smoking Workshop and presentation of results (April 5th, 6th and 8th) and
- 2) Fish Smoking and demonstration at the 1st ExpoMarias Festival organized by the City of Três Marias (April 23rd, 24th, 25th, 26th, 29th and 30th)

Original Group Structure		Current Group Structure	
Women	Men	Women	Men
7	0	13	5

It is important to note that 5 of the new women members are all below 25 years old, the youngest being 18 years old (daughter of one of the original women members). One new women member is in the 35-45 age group. The following diagram lists the group members and their membership in the 12 families that participate in the Fish Smoking Initiative:



4.0 Meeting the Project Objectives

Based on the previously developed diagrams and the corresponding variables (refer to March Field Activity Report) which help monitor 4 critical indicators of community economic development initiatives within the PPA project, the following matrices describe in detail the performance of the three CED Pilot Projects currently being developed in the City of Três Marias and the community of Beira Rio, São Gonçalo de Abaeté.

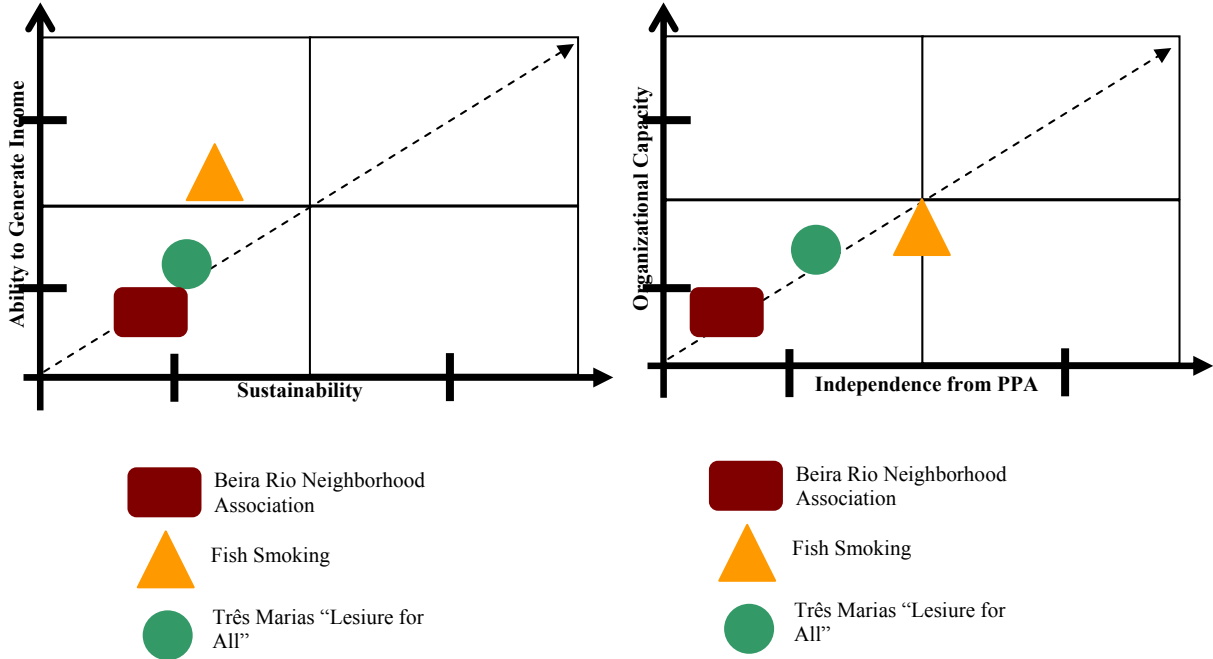
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INDICATORS AND CORRESPONDING VARIABLES	Fish Smoking Group	Lazer Para Todos	Neighborhood Association
Ability to Generate Income (Value Added activities)	(Each variable is out of 2,5 summing up 10 max points)		
Group members have vision of what the group can achieve	1,5	1	0,5
Technical know-how of producing value added products/services	2,0	0,5	0
The group members posses the ability to commercialize the product	1,5	0,5	0
Ability to make strategic partnerships (raw material, skills, markets, institutions, etc.)	1	1,5	1
TOTAL SCORE	6,0	3,50	1,50
Sustainability	(Each variable is out of 2,5 summing up 10 max points)		
Activity does not degrade the environment and waste from production is recycled/re-used	0	2	1
The group is integrated into other existing CED Initiatives (ex. Festivals)	1,5	0,5	0,5
The CED group knows how to look for resources (human capital, financial, know-how etc)	1,5	0,5	0,5
Safety is taken into consideration in the implementation of the activity	1,5	0	0
TOTAL SCORE	4,5	3	2
Organizational Capacity	(Each variable is out of 2,5 summing up 10 max points)		
Group members are able to distribute tasks and responsibility	1	1	0,5
Group members are able to make decisions in a participatory fashion	1,5	1,5	1
Group members are able to execute administrative processes	1	0	0,5
Group members are able to execute project planning and Implementation	0,5	0,5	0
TOTAL SCORE	4,0	3,0	2
Independence from PPA	(Each variable is out of 2,5 summing up 10 max points)		
The group members go after resources (financial and human capital)	1,0	1,0	0
Group has a vision and plan of activities/initiatives for the following years	1	0,5	1
Group possesses monitoring ability to continuously improve the product	1,5	0,5	0
Group possesses learning ability and adapts the technology with local know-how	1,5	1	0
TOTAL SCORE	5,0	3	1

SUMMARY TABLE

INDICATORS AND CORRESPONDING VARIABLES	Fish Smoking Group	Lazer Para Todos	Neighborhood Association
Ability to Generate Income (Value Added activities)	6,0	3,50	1,50
Sustainability	4,5	3	2
Organizational Capacity	4,0	3,0	2
Independence from PPA	5,0	3	1

In light of the above, the current situation of the three CED Pilot Projects (Tres Marias and Beira Rio) is as follows:



5.0 Obstacles and Lessons Learned

The following table summarizes the obstacles that were encountered and the lessons learned that can be derived from the individual CED Pilot Projects:

Obstacles	Lessons Learned
1. Use of illegal sized fish as the raw material for the fish smoking activities	<p>During the fish smoking activities, I noticed that the group members were using illegal size fish to obtain the filet. After discussing this problem with individual members of the group and the Project Coordination, 4 main reasons were identified:</p> <ol style="list-style-type: none"> 1) Filet from small fish have thin bones which can be cut thus giving the impression that the filet is boneless adding more value to the product 2) Lack of supply of bigger fish in the river and thus the smaller ones get fished out 3) Lack of knowledge of how to extract fish bones from larger fish 4) Lack of awareness among the fishing community regarding the consequences of catching illegal size fish. <p>Rather than confronting the use of illegal size fish by the group members, it was decided to take an alternative approach to solve the problem. I proved to the group that the use of fish filet is economically unviable due to the loss of fish volume during the filleting process and the fish smoking process. During the discussion I raised questions regarding the sustainability of this practice and in a participatory form the group discussed ways to prevent this kind of illegal activity including the intent to participate in a course on how to extract bones from larger size fish.</p>
2. Uneven participation and Internal conflicts among group members	<p>The Fish Smoking Initiative involves mainly families from the community of Beira Rio. The group members know each other very well which is both an advantage and a certain source of internal conflicts. In addition, not all of the group members have equally contributed and participated in the events, meetings and workshops, which has further increased tensions among the group members. To resolve these internal conflicts I have decided to go through an exercise of</p>

	<p>accountability with each group member. The objective of this exercise is twofold: 1) to praise those that have contributed significantly to the group's success and 2) help those that have contributed less, to identify in a participatory manner ways through which they could participate more actively in the group's events, meetings and workshops.</p>
<p>3. Lack of organizational capacity among the group members</p>	<p>The group members have a hard time with issues regarding group organization and functioning. Simple tasks like booking a place and time to have a meeting, deciding on the agenda, keeping minutes, carrying out assigned tasks, informing other group members of future events are often problematic and the group members rely on my intervention to effectively carry out the task. I have also observed a lack of initiative on behalf of the group members to offer help and participate more actively. One way to resolve this problem is to suggest to the group members how they can help and contribute in the organization of events and meetings. It is important to note that once committed, the individual group members carry out their tasks with determination and commitment.</p>

6.0 Existing Plans and Suggestions for Follow-up

In order to accurately describe the existing plans and next steps it is important to examine each pilot project on a case-by-case basis:

Pilot Project	Existing Plans	Suggestions
<p>Beira Rio Neighborhood Association</p>	<p>On May 17th the Beira Rio Neighborhood Association will elect their new executive council. Until then all activities and existing plans have been suspended. However the intent of most executive council candidates is to:</p> <ol style="list-style-type: none"> 1) Mobilize the community to participate in the association 2) Implement small but effective projects that show results and mobilize the community 3) Map the local assets within the community to later develop community initiatives 	<p>At the present moment there are three strong candidates for president of the association. The PPA Coordination team should not get involved into the local politics but rather encourage people to participate in the association's elections. After the election of the new executive council the PPA Coordination and CED Consultant will work together with the association to integrate the already existing PPA Community and Economic Development projects with the association's new initiatives.</p>
<p>Smoked Fish Initiative</p>	<p>During the 25 days of existence, the smoked fish group has achieved a lot and has demonstrated dedication and persistence to achieve the envisioned goals of the project. However, their organizational structure is still very weak and needs to be improved in the coming months. In this context, the group will assume responsibility for the planning and implementation of future activities which include:</p> <ol style="list-style-type: none"> 1) Participation and commercialization of smoked fish at the Beira Rio Rodeo Festival 2) Planning and construction of the first community smoker 3) Networking and sampling event with the local business community (Hotels, Restaurants, B&B, Motels, etc) 4) Follow up and monitoring of the Market Research Conducted by the Tres Marias Youth Association 5) Follow up and monitoring of the Trademark development conducted by the Beira Rio Youth Association 	<p>The group members need to understand that working together doesn't always mean sharing the same space and working on the same tasks, but rather accomplishing the assigned tasks on time and with responsibility.</p> <p>The process of discovering group work dynamics will build trust but also will force the individual members to be accountable to the rest of the group.</p> <p>The future activities and the corresponding tasks that will be assigned to the group are complex in nature and will provide a great opportunity for the individual members and the group as a whole to "learn by doing" hopefully increasing the group's independence from PPA's coordination and consultants.</p>
<p>Tres Marias "Leisure for All" Initiative</p>	<p>On April 12th, 3 group representatives and 1 representative from City of Tres Marias participated in the development of a work plan to implement a leisure activity in one of the neighborhoods selected by the group. Since then the group representatives participated in the PPA CED Council Meeting on April 19th and CED Workshop on Community development and organizational capacity building on April 27th. Today the group has carried out the necessary planning and has the knowledge to implement their project. Some of the tasks that the group has planned include:</p> <ol style="list-style-type: none"> 1) Identifying key community actors in the selected neighborhood to support the leisure initiative 2) Carry out meetings with the key actors to define the nature of the leisure activity 3) Write a project proposal and present to the community and potential partners to mobilize the implementation of the project 	<p>Although the group's representatives are dedicated to the project, they have a great difficulty in mobilizing the other members of the group. However through their participation at both the CED Council Meeting and CED Workshop they were able to see that their difficulties are similar to other CED Pilot Groups, thus giving them the opportunity to exchange experiences and learn new strategies to cope with the group's obstacles.</p>