

Monthly Field Activity Report
Consultant to World Fisheries Trust

Name: John Wojciechowski

Contract #: WFT06 –JW/01

Report for Month of: May, 2006

Completion Date of Report: June 10th 01, 2006**Activity Log**

Dates	Activity	Short-term Results (Outputs)	Costs PPAgua	Counterpart in-kind contribution
01/05/2006	Take down with group members the decoration from the standbox at ExpoMarias Planning of Meeting to calculate the opinion results collected during the event Monthly Report write-up	Workshop on how to calculate data planned and ready for implementation Documentation of Project outcomes and challenges	Transportation	None
02/05/2006	Individual meetings with Sr. Raimundo, Vera, Cida and Santinha to collect opinions of the group members regarding the group performance and issues to improve (accountability) Monthly Report write-up	Appreciative inquiry on the progress of the project and new strategies formed Documentation of Project outcomes and challenges	Transportation	None
03/05/2006	Individual meetings with Daiana, Livia and Rosimar to collect opinions of the group members regarding the group performance and issues to improve Monthly Report write-up	Appreciative inquiry on the progress of the project and new strategies formed Documentation of Project outcomes and challenges	Transportation	None
04/05/2006	Conversation with Sr. Miguel to build a prototype smoker – size, type, design and location Monthly Report Write-up Preparation of the 4 th General Meeting for the Fish Smoking Group (Group Dynamics, Accountability Exercise, Initiative Planning)	Appreciative inquiry on the progress of the project Prototype design of the 1 st Community Smoker Documentation of Project outcomes and challenges Meeting structured	Transportation	Presentation Material
05/05/2006	Monthly Report Write-up and CED Workshop Summary Preparation of the 4 th General Meeting for the Fish Smoking Group (Group Dynamics, Accountability Exercise, Initiative Planning) Preparation of the 2-day Market Research workshop to be conducted with TM Youth Group	Documentation of Project outcomes and challenges Material for Market Research workshop produced (project output)	N/A	None
06/05/2006	4 hour meeting with Smoked Fish Group members to calculate the opinion results collected from the opinion ballots during the 1 st ExpoMarias event Planning and preparation of the 2-day Market Research Workshop with Lea (President of the Tres Marias Youth Association)	Generate ability within group members to calculate data from opinion ballots (capacity building) Material for Market Research workshop produced (project output)	Markers, pencils and calculators	Presentation Material (flipchar paper)
07/05/2006	Meeting with Sr. Raimundo (Federação) and Sr. Norberto (Beira Rio) – Community Leaders to discuss issues with the group including the construction of the 1 st Community Smoker, the location and the structure of the technical course to remove fish bones from large 'legal' fish Preparation of the 4 th General Meeting for the Fish Smoking Group (Group Dynamics, Accountability Exercise, Initiative Planning)	Strategy assessment of the Smoked Fish initiative, new objectives established and action plan modified Planning of General Meeting	Transportation costs	none
08/05/2006	Preparation of the 4 th General Meeting for the Fish Smoking Group (Group Dynamics, Accountability Exercise, Initiative Planning) Preparation of the 2-day Market Research workshop to be conducted with TM Youth Group 4 th General Meeting with the Fish Smoking Group	General Meeting conducted with group members (new strategies and tasks presented and discussed) Material for Market Research workshop produced (project output)	Transportation costs, presentation material Printout and Photocopies	Meeting room and presentation material
09/05/2006	Prep work for the Market Research Workshop 1 st Module of the Market Research Workshop (half day) with the Tres Marias Youth Group	Market Research workshop carried out with youth association - capacity building and youth integration (project outputs) - income generation strategies assessed	Presentation Material Refreshments and cookies Transportation costs (2 reps of the Fish Smoking Group), Photocopies of	Meeting Room Markers Coffee

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			manuals	
10/05/2006	<p>Prep work for the Market Research Workshop</p> <p>2nd Module of the Market Research Workshop (half day) with the Tres Marias Youth Group</p>	<p>Market Research workshop carried out with youth association</p> <ul style="list-style-type: none"> - capacity building and youth integration (project outputs) - income generation strategies assessed 	<p>Presentation Material Refreshments and cookies Transportation costs (2 reps of the Fish Smoking Group)</p>	Meeting Room Markers Coffee
11/05/2006	<p>Meeting with Denilson (CEMIG) to talk about the Fundação Banco Brasil Proposal</p> <p>Rework questionnaire for the Market Research</p> <p>Meeting with Barbara to identify possibility of structuring partnership with Fundação São Francisco, SEMEIA and Artisan Fish Smoking Group to locate headquarters at the CAP</p>	<p>New partnership and funds for project discussed</p> <p>Structuring of proposal to partner with Fundação São Francisco and the Fish Smoking Group</p>	Transportation, internet and printing costs	None
12/05/2006	<p>Meeting with Carla from Tres Marias Association to contact supermarket to participate in the Smoked Fish Market Study</p> <p>Meeting with Betinha from ADETRES to talk about partnership to conduct the market research</p> <p>Call Canadian company to get information regarding the aluminum packaging of the smoked salmon</p> <p>Meeting with Luis (Enginheer from Setor de Obras – Prefeitura de Tres Marias) to get copies of the architectural drawings of the Cortume</p>	<p>New Partnership structured with the Local Business Association</p> <p>New funds for market research secured</p> <p>Information regarding packaging obtained</p> <p>Discussion of options regarding engineering issues relating to the CAP and Food and Safety Regulation</p>	Phone bill	Telemarketing services (Local Business Association) Printing of questionnaires
13/05/2006	<p>Meeting with Bartara and Ze Silva (owner of Supermercado Irmão) to confirm the participation of the supermarket in the Market Research</p> <p>SWOT Analysis preparation of the locations to build Fish Smoker</p>	<p>New Commercial Partnership formed (potential point of sales identified)</p> <p>Potential location for building first community smoker identified</p>	N/A	None
14/05/2006	<p>Proposal write-up for the identification of the CAP as the Headquarters of the Artisan Fish Smoking Group</p>	<p>Document intended to solidify partnership with the PPA –CED initiative and the municipal govt.</p>	Printing costs	None
15/05/2006	<p>Meeting with Roberto Carlos regarding the use of the CAP Cortume as the Headquarters of the Artisan Fish Smoking Group and BID Funds</p> <p>5th General Meeting of the Artisan Fish Smoking Group</p>	<p>Solidify partnership between PPA – CED initiative and municipal government</p> <p>Organizational capacity building carried out with Fish Smoking Group members</p>	<p>Presentation material and transportation</p>	<p>Presentation material and Meeting room</p>
16/05/2006	<p>Meeting with Sr. Raimundo (Federação) to discuss the structuring of the Technical Course on how to remove the fish bones</p> <p>Proposal Write up of the Technical Course on how to Remove fish bones to SEBRAE</p>	<p>Partnership building with local development agency and institutional project partner (federation) and the PPA – CED initiative</p>	Transportation & printing costs	Meeting room
17/05/2006	<p>Meeting with Sr. Miguel and Paulo (Chave Peças) to get costs and list of materials to build the Fish Smoker</p>	<p>Technology development of first community smoker</p>	N/A	Labour (volunteer)
18/05/2006	<p>Proposal write up for Fundação Banco Brasil (FBB) to get funds for restructuring the Cortume according to food and safety regulations</p>	<p>Document intended to obtain funds from Brazilian institution to support PPA – CED initiative</p>	Printing costs	None
19/05/2006	<p>Proposal write up for Fundação Banco Brasil (FBB) to get funds for restructuring the Cortume according to food and safety regulations</p> <p>Meeting with Beril to discuss the possibility of working together with the Smoked Fish group to digitize the architectural drawings and prepare a technical design of the structural changes conforming to sanitary regulations</p>	<p>Document intended to obtain funds from Brazilian institution to support PPA – CED initiative</p> <p>Identification of engineering bottlenecks and potential solutions to locate first community smoker</p>	<p>Printing costs Digitizing of Fish Smokin Centre Layout</p>	None
20/05/2006	<p>Proposal write up of the Technical Course on Removing Fish Bones for SEBRAE</p>	<p>Document intended to solidify partnership with the PPA –CED initiative and National Small Business Development Agency</p>	Printing costs	None
21/05/2006				
22/05/2006	<p>Meeting with Sato (CODEVASF) to identify people that can take out bones out of large fish, and didactic material</p> <p>Finalize the Proposal of the Technical Course on removing Fish Bones to be submitted to SEBRAE</p>	<p>Discuss partnership with CODEVASF to structure educational material for course</p> <p>Document intended to solidify partnership with the PPA –CED</p>	<p>Transportation costs Presentation Material</p>	<p>Presentation Material and Meeting Room</p>

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	6 th General Meeting of the Fish Smoking Group	initiative and National Small Business Development Agency Capacity building of Fish Smoking Group members		
23/05/2006	Field Visit with Beril (Architect and Engineer) to the Cortume with two group members to discuss the need to make structural changes to conform with state and national food safety guidelines and regulation Meeting with Lea (President of the Youth Association) to re-work implementation of the Market Research by the association due to delays in the scheduled events Meeting with "Lazer Para Todos" Group to mobilize the implementation of the Action Plan for the CED Pilot Project	Identification of engineering bottlenecks and potential solutions to locate first community smoker smoker and commercialize product nationally Strengthen partnership between PPA – CED initiative and local community organization	Transportation Costs	Transportation costs
24/05/2006	Write-up of the Fundação Banco Brasil (FBB) Proposal Meeting with Silvinho to discuss and book field visit to the CAP to prepare municipal report on the adaptations of the Cortume to be able to commercialize product in the municipality	Document intended to obtain funds from Brazilian institution to support PPA – CED initiative Structure partnership between PPA – CED initiative and the local Health Inspection Division (Municipal Government)	Printing Costs	Meeting Room
25/05/2006	Technical visit with Silvinho and Giovanna to the Cortume to identify the basic structural changes that will be needed to commercialize the product locally FBB Proposal Write-up (Cost Spreadsheets Estimates)	Identification of structural bottlenecks and potential solutions to locate first community smoker and commercialize product in the municipality of Tres Marias	Transportation costs	Labour (2 people X 4 hours)
26/05/2006	Meeting of the FASFRAN Council – voting on designation of the CAP's Cortume as the Headquarters of the Fish Smoking Group Meeting with Paraca from Fundação Banco Brasil to discuss funds for the adaptation of the Cortume to sanitary standards and regulations	Partnership formed (10 years) to use space to commercialize smoked fish Funds secured to make structural changes to the physical space to be able to legally commercialize smoked fish locally and nationally	Printing	Meeting room and transportation
27/05/2006	Half day meeting with Ceíça on the structure of the Technical Fish Smoking Course – Problems, potential solutions and outputs (video, handouts)	Appreciative enquiry and new ideas formed together with Brazilian project consultant	N/A	None
28/05/2006				
29/05/2006	7 th General Meeting of the Fish Smoking Group	Fish Smoking group capacity building, identification of new strategies, and designation of tasks and follow up	Printing costs and transportation	Meeting room and presentation material
30/05/2006	Write-up of Monthly Summary Report Preparation of meeting with Roberto Carlos (SEMEIA) and Betinha (ADETRES) to gain support for the Market Research Study, Construction of the 1 st Community Smoker, and Technical Fish-bone Removal Course	Documentation of Project outcomes and challenges Partnership building with local development agencies and municipal government to strengthen relationship with Fish Smoking PPA –CED initiative	Printing costs	None
31/05/2006	Write-up of Monthly Summary Report and meeting with PPA consultant (Ze Andrade) in Pirapora	Documentation of Project outcomes and challenges	N/A	None

Activities and Results Summary

1.0 Principal Results

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

- 1) Participatory decision making and capacity building methodology
- 2) Proposal formulation to strengthen local partnerships and secure new funds from Brazilian partners and institutions
- 3) Community Development and Group Capacity Building

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

Type of Result	Description	Next steps
1) Participatory decision making and Capacity Building Methodology	With the intent to build a sustainable community group one of the crucial tasks during the month of May was the introduction of a participatory project strategy and implementation methodology. Basically, all the potential activities, issues, tasks and future events are presented and discussed with the group members. This discussion occurs regularly during the weekly general meetings at the School of Beira Rio at 7:00pm (a neutral space that is easily accessible by all group members). Up to date, 5 general meetings were conducted in this form (see Appendix 1). All the pertinent issues are presented in detail by both the PPA consultant and the group members that accompanied the consultant in carrying out the specific tasks. Following this presentation the group members discuss the issue and propose solutions, define new tasks to follow up or vote on the issue in a democratic fashion.	The group still needs to structure a formal coordination committee within the group, to better coordinate the various tasks and assign responsibilities to the group members. This coordination committee will be crucial in guaranteeing the self-sustainability of the group independent from PPA intervention.

2) Preparation of proposals to strengthen local partnerships and secure new funds from Brazilian partners and institutions	<p>With the budgetary constraints that inevitably will have an impact on future project activities one of the most important tasks and results during the month of May was the preparation and presentation of written proposals relating to events that have been identified as crucial by the group members and the PPA consultant to strengthen partnership and secure new funds to ultimately achieve the goal of commercializing smoked fish as a local product of Tres Marias. During the month of May three major proposals were written directed at three objectives specific to the Fish Smoking Group to various institutional stakeholders and project partners:</p> <ol style="list-style-type: none"> 1) Proposal of Designating one of the CAP Structures as the Community Fish Smoking Centre for Tres Marias and the neighborhood of Beira Rio (Fundação São Francisco, Prefeitura de Três Marias) 1. Result: contract for 10 years allowing the usage of the designated CAP space for fish smoking initiatives with no rental water, and energy costs 2) Proposal to structure a technical course on the removal of fish bones from mature fish (SEBRAE, SEMEIA, ADETRES, CODEVASF, Federação de Pescadores and IBAMA) - Result: in the process of structuring partnerships and defining contributions 3) Proposal to Receive Necessary Funding to make the necessary alterations to the CAP Structure to obtain municipal and national Food and Safety Certification (Fundação do Banco do Brasil – FBB) - Result: R\$60000 in new funds guaranteed for the structural improvements of the CAP to commercialize the product 	<p>Two out of the three proposals have been approved by the corresponding institutional stakeholders and project partners.</p> <p>During the month of June, the Technical fish bone removal course will be prioritized during the partner meetings to define the individual partner contributions and responsibilities.</p>
1) Community Development and Group Capacity Building (Fish Smoking Group and “Lazer Para Todos Group”)	<p>Beside the strategic planning and implementation of group activities the Fish Smoking Group is also exposed to organizational capacity building exercises including:</p> <ol style="list-style-type: none"> 1) Distribution of tasks and responsibilities 2) Organization of snacks and refreshments 3) Time keeping 4) Communication within the group members <p>The intent of this methodology is to enact a structured and organized process of making decisions and strengthening group dynamics and capacities to eventually be self-sustainable and independent from PPA consultants</p>	<p>The group needs to strengthen organizational capacity. This will require an institutional partnership between PPA/WFT and a Brazilian entity with ties to the solidarity economy movement that has experience with fishing communities & economic development.</p> <p>In the meantime the meetings will continue to act as a practical learning space to practice capacity building skills.</p>

2.0 Unexpected Results and Spin-offs

The unexpected results can be classified in 5 separate categories:

a) Synergy and collaboration among the Fish Smoking CED Pilot Project and other local community groups and associations

The Artisan Fish Smoking Group already enjoys strong partnerships with local institutions (Municipality of Tres Marias – SEMEIA) and development agencies (SEBRAE and ADETRES). These partnerships up to date played a significant role in:

- 1) providing the adequate raw materials for the fish smoking process;
- 2) support during meetings (presentation material and room space)
- 3) and facilitated the participation in local events to market the new product

Although the above partnerships have significantly contributed to the implementation of the project, other partnerships with community organizations and associations have also been equally beneficial. Specifically, the interaction between the Artisan Fish Smoking Group and the Três Marias Youth Association (facilitated by the PPA Consultant) has yielded unexpected synergy results bridging an exchange of information and practical partnerships that will greatly contribute to both the local commercialization of the smoked fish and the sustainability of the Fish Smoking CED initiative as well as benefit the community organizations involved.

The partnership between these two community groups has been growing since April and shares mutual goals of income generation. Today the partnership revolves mainly around the crucial task of conducting a market study to identify the potential penetration and acceptance levels of the smoked fish product in the local market. The 25 members of the Youth Association have agreed to work as volunteer researchers and interviewers to conduct the study. In return they have obtained a practical workshop (carried out by the PPA consultant) in how to conduct a market research, thus learning new skills and thus becoming more marketable in their local workforce.

Since the formalization of the partnership, members of the Tres Marias Youth Association have also taken silk screen courses offered by the local technical school and funded by the municipality. In light of the above, the Artisan Fish Smoking Group has decided to use their services, and that of a local sewing cooperative to prepare T-shirts with partner logos during the implementation of the market study. This decision will have positive results for all three community groups:

- 1) **Artisan Fish Smoking Group:** besides gaining strategic information from the market research through the voluntary participation of the youth from the association, the price of the T-shirts will drop from R\$13,00/unit to R\$10,00/unit thus reducing even more the costs related to the implementation of the activity (market research)
- 2) **Tres Marias Youth Association:** beside learning how to conduct a market research the youth association will benefit from the silk screen contract with the Artisan Fish Smoking Group financially, and will have the chance to expose their work in the field (social marketing)
- 3) **Sewing Cooperative:** The group will have the chance to get their first contract and also generate income

b) Significant financial and logistic contributions from local institutional partners and the Fundação do Banco do Brasil

One of the greatest challenges and results achieved during the month of May was the definition of a physical space that could be used by the community to smoke fish. Through a participatory decision making process the Fish Smoking Group decided that one of the CAP structures was most beneficial to the group for the following reasons:

- 1) easy access
- 2) utilization of build space that is semi-adequate for the production of smoked fish
- 3) visibility of the project through partnerships with local government

In light of the above a proposal was prepared and presented to the CAP administration (Associação do São Francisco – FASFRAN) to designate one of the CAP structures as the Community Fish Smoking Centre. The role of SEMEIA (Secretariat of Environment and Agriculture) was pivotal in gaining support from the association and ultimately obtaining approval to locate the centre on CAP grounds. The contract which still needs to be formalized between FASFRAN and the Federação is to last for 10 years (independent of political changes) and includes a cost exemption clause for the use of water and energy for the purpose of the activity.

Although the designation of one of the CAP structures as the Community Fish Smoking Centre was a great victory for the Artisan Fish Smoking Group, new challenges appeared due to the nature of the product and the corresponding food and safety regulations that determine if the product can be sold locally, in the state or nationally. Through a series of technical visits from the local food inspection department and an engineer that is participating in the project, necessary improvements and corresponding costs were identified. In total the costs amounted to approximately R\$60,000.

In light of the above a proposal was prepared and presented to the Fundação do Banco do Brasil, a foundation that invests in social projects that focus on rural areas and income generation initiatives. On May 26th the Foundation approved the project and will donate the necessary amount (R\$60,000) to restructure the building to guarantee the obtainment of the Food and Safety Certificates.

c) A social space for women in the community

Since the beginning of the Fish Smoking initiative the key issue of women participation was being raised and discussed by the group members, institutional partners and PPA consultant. Originally the group members expressed the intent to build family smokers as a key aspect to facilitate the participation of women in the project. The reasoning behind this decision was that women already have busy lives and their tasks at home will inhibit their ability to leave the house and smoke the fish in a centralized space. Although the argumentation was valid, the PPA consultant and some of the group members were hesitant to implement this approach for a number of reasons:

- 1) by building family smokers you facilitate the participation of women but you also re-enforce their isolation from community initiatives
- 2) family smokers do not provide a space for women to socialize and discuss issues that are important to the community
- 3) It would be almost impossible to achieve food and safety certifications since the households would have to be brought up to standard with increased costs
- 4) Inability to implement quality control of the smoked fish product which could later jeopardize the commercialization of the product
- 5) Packaging, labeling and distribution logistics would still need to be centralized due to the investment in equipment and storage space.

Through a series of individual and participatory group consultations the women in the group began to perceive that leaving the house would not have a negative impact on their lives and families. Crucial aspects of this awareness building process included:

- 1) Individual and informal conversations among the women members of the Fish Smoking Group and the PPA Consultant
- 2) direct involvement of women in deciding the community space that would be most accessible to all the members of the group
- 3) women brainstorming activities of how access to the centralized location can be facilitated (common rides, boat passages)
- 4) Demystifying and planning the production process so that women would not have to leave the house everyday but rather dedicate one day during the week to smoke fish (one of the main reasons for constructing a smoker that has a capacity of about 100kg of fish/session)

d) Sustainable economic activity – moving away from commercialization of illegal fish

Since April the Fish Smoking Group has been dealing with the process of determining the most adequate form of presenting the smoked fish in the local market. It is well known that most of the smoked fish currently in the market (national and international) is sold in two forms:

- 1) filet (with no bones) – ex. salmon
- 2) whole fish (with no bones) – ex. trout

During the participation in the 1st ExpoMarias (refer to April Monthly Report) the group carried out a sampling event using filets. Although the product was well accepted by the local consumer, the PPA Consultant noticed that the fish size that was being used to produce the filets was illegal. The problem is not isolated to the group members as it is endemic in the fishing community. One of the main factors in the use of small fish is the market pressure to have boneless filets and the ability of the fisher women to brake the bones during the filleting process essentially hiding the presence of bones in the filet. Since the filets are mainly served as fried fish servings, the thin bones dissolve due to the heat of the oil giving an impression to the consumer that he/she is eating a boneless fish product. In May numerous individual and group discussions were carried out with the group members tackling this issue on various levels including:

- 1) **environmental** – the negative consequences of capturing small fish on the reproductive cycle of the fish stock
- 2) **economic** – the value added of the final product does not compensate the fishermen nor the filleting person. Today the filleting person buys the illegal fish for \$R2,00/kg and sells the filets for R\$5,00/kg however 50% of the weight of the fish is wasted during the filleting process thus resulting in revenue of R\$1,00/kg of fish filet.
- 3) **Social** – the capture and filleting of small fish is essentially an illegal activity which can have dramatic repercussions on the fishermen family and community at large.
- 4) **Technical** – during the fish smoking process the use of small filets and the corresponding lost in fish volume is even further emphasized. To obtain 1kg of smoked fish you need 4 kg of fish which makes the entire process unfeasible. In addition small filets are hard to manipulate and deteriorate faster, are hard to work with during the fish smoking process and brake easily once smoked.
- 5) **Legal** – since the raw material (filets from small fish) is technically illegal, this could bring negative consequences and even intervention from the environmental inspection agency once commercialization begins. This would be detrimental to the project.

Through these discussion sessions, the group members have decided in a participatory and democratic form that they will not use small fish to produce filets for fish smoking. In return the project consultant began to identify potential ways of structuring a technical course to remove fish bones from mature fish to still satisfy the market demand for a boneless product.

e) Identification of opportunities to strengthen ties and collaboration with institutional project partners – technical course on removing fish bones from mature fish

As a result of the group discussions regarding the use of legal-sized fish in the fish smoking process and with the understanding of the market pressure for a boneless fish product the PPA Consultant identified the need to structure a technical course on fish bone removal. However the course has been also identified as a great opportunity to involve institutional partners such as (CODEVASF, PUC-MG, SEBRAE, ADETRES, SEMEIA, IBAMA, EMATER-MG) in:

- 1) developing educational material regarding the reproductive cycle of the local fish stock
- 2) collecting and recording information about the bone structure of local fish types
- 3) funding the course (professor, tools and raw material)
- 4) developing a program on recycling fish waste from the filleting process and converting it into a potential income generation activity

The partnerships are currently being developed to structure the course and offer it to the women in the fishing community. It is important to note that in itself the fish bone removal technique has a potential to substantially improve women's income generation and thus improve the quality of life of the women in the fishing community.

3.0 Gender Profile of Participants

Due to the recent involvement of other community groups the gender profile assessment associated with the Fish Smoking CED Pilot Project must include data on participants from the other groups as well as the Artisan Fish Smoking Group. The following chart illustrates the type of community group, total number of members and the corresponding activity that the group carries out in function of the Fish Smoking CED Initiative:

Group Name	Corresponding Activity	# of Members
Artisan Fish Smoking Group	Production and commercialization of smoked fish	13
Tres Marias Youth Association	Market Research and T-shirt logo development	22
Sewing Cooperative	T-shirts to be used during the market research and by group for communication	32
Members of the Tres Marias Artisan Association	Development of artisan packaging	8

The following charts illustrate the gender profile of all the community groups that are participating in the Fish Smoking Initiative. For the Artisan Fish Smoking Group the chart also illustrates the change in the gender profile since the inception of the project:

1) Artisan Fish Smoking Group Gender and Demographic Profile

March		April		May	
Women	Men	Women	Men	Women	Men
7	0	13	5	9	4
100%	0%	72%	18%	69%	21%

Currently the group is composed of 4 women under the age of 25 (youth) and 5 women in the 41-55 age group. Out of the 4 men that participate in the group, one is in the 25-40 age group and three are in the 40-55 age group.

2) Tres Marias Youth Association Gender and Demographic Profile

Gender Profile	
Women	Men
10	12
45%	55%

All the members of the Tres Marias Youth Association are in the 15-25 age group. For more detailed information regarding the age breakdown of the group members refer to the CED Market Research Workshop Summary.

3) Sewing Cooperative Gender and Demographic Profile

Gender Profile	
Women	Men
32	0
100%	0%

Currently 10 members of the sewing cooperative are in the 25-40 age group, 18 are in the 41-55 age group and 4 are in the 56+ age group.

4) Members of the Tres Marias Artisan Association

Gender Profile	
Women	Men
8	0
100%	0%

Currently 6 women are in the 26-40 age group and 2 are in the 56+ age group.

4.0 Meeting the Project Objectives

In the last two monthly reports, a scoring process was developed to monitor the performance of the CED groups in terms of their development and commercialization cycle. In this monthly report detailed tables were created to describe the indicators and their measures.

The tables consist of 4 sections;

- 1) What is it - a definition of the indicator and measure in terms of the commercialization and group development cycle
- 2) Why measure it – the importance of measuring the indicator and using it to monitor the performance of the CED group
- 3) How to measure it - basic questions that must be asked by the project consultant and/or group members to monitor the group's performance
- 4) Hints – practical suggestions based on experience in the field to achieve good performance levels for each of the 4 indicators and corresponding measures

The indicators and measures were developed with the following assumptions:

- These are **NOT** CED indicators but rather CED commercialization indicators monitoring the group's progress and organizational capacity building.
- The indicators are to be used for monitoring group performance and **not** evaluation
- The indicators need to be easily measurable/observed, replicable, for monitoring CED production and commercialization cycles' progress as well as organizational capacity building

The following indicator description tables were written for CED consultants accompanying the development of the group and for group members to be conscious of the various tools that help monitor group performance.

INDICATORS AND CORRESPONDING MEASURES

INDICATORS AND CORRESPONDING MEASURES	CED Group
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	
Technical know-how of producing value added products/services	
The group members possess the ability to commercialize the product	
Ability to make strategic partnerships (raw material, skills, markets, institutions, etc.)	
TOTAL SCORE	
Sustainability	(Each variable is out of 2,5 summing up 10 max points)
Activity does not degrade the environment & waste from production is recycled/re-used	
The group is integrated into other existing community initiatives (ex. Festivals)	
The group knows how to look for resources (human capital, financial, know-how etc)	
Workplace safety and product quality	
TOTAL SCORE	
Organizational Capacity	(Each variable is out of 2,5 summing up 10 max points)
Group members are able to work collectively (distribute tasks and responsibility)	
Group members are able to make decisions in a participatory and democratic fashion	
Group members are able to communicate effectively	
Group members execute project planning and implementation in a participatory fashion	
TOTAL SCORE	
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)	
Group has a vision and plan of activities/initiatives for the following years	
Monitoring ability to continuously improve the product	
Group possesses learning ability and adapts the technology with local know-how	
TOTAL SCORE	

DESCRIPTION OF MONITORING INDICATORS, MEASURES, and METHODS

1. ABILITY TO GENERATE INCOME (VALUE ADDED ACTIVITIES)	
Focus: income generation through value added activities, adaptability of transferred technology and product commercialization	
What is it?	<ul style="list-style-type: none"> ➤ This indicator reflects the need to increase the income of fishing families. The purpose of this indicator is to assess if the CED group and/or individual members can generate alternative income thus improving their quality of life. The indicator reflects one of the key objectives of the sustainable livelihoods sub-theme in the PPA project.
Why measure it?	<ul style="list-style-type: none"> ➤ Important to the community residents ➤ Shows if the project has directly improved the quality of life of the CED group members ➤ Demonstrates if the CED group members are less susceptible to changes in the local economy ➤ Demonstrates innovation of the group/individual members
How to measure it?	<p>Measures:</p> <ul style="list-style-type: none"> ➤ Group members have vision of what the group can achieve ➤ Technical know-how of producing value added products/services ➤ The group members possess the ability to commercialize the product ➤ Ability to make strategic partnerships to commercialize product

1. ABILITY TO GENERATE INCOME (VALUE ADDED) 1.1 Group members have vision of what the group can achieve Focus: Definition of vision and road map of how to generate income through the proposed activity	
What is it?	The main objective of this measure is to assess if the CED group and/or individual members understand how the project can change their lives and if they possess a road map to achieve the expected results.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimize the risk of loosing track during project implementation ➤ Optimize the availability of strategic partnerships ➤ Maximize the collective synergy and mobilization of the individual group members
How to measure it?	Method: <ul style="list-style-type: none"> ➤ Do CED group members participate in the elaboration of a vision statement for the project/group ➤ Do all the CED group members share the same idea or expectations of the project ➤ Are CED group members actively involved in planning and carrying out the next steps in the implementation of the project
Hints	<ul style="list-style-type: none"> ➤ At the beginning of the implementation process define what each group member expects to get from the CED initiative ➤ Ensure that all members are aware of the goals, expectations and involvement/participation of other group members ➤ Review periodically the vision of the group and discuss in a participatory manner the changes and/or adaptability of the vision to new circumstances ➤ Promote discussion on how the group members can achieve their expectations through their involvement in the CED initiative, and how this can be reflected in the vision statement

1. ABILITY TO GENERATE INCOME (VALUE ADDED) 1.2 Technical know-how of producing value added products/services Focus: The group members possess the necessary skills and technology to produce the value added product	
What is it?	The main objective of this measure is to assess if all the group members have learned the entire process of adding value to the raw material, understand the critical factors in maintaining the desired level of product quality and have acquired new skills in producing the final product
Why measure it?	<ul style="list-style-type: none"> ➤ Minimize the risk of depending on the skills and know-how of a limited number of people (centralization of knowledge) ➤ Minimize the risk of production bottlenecks regarding raw materials and primary materials used during production and processing ➤ Maximize the transfer of technology ➤ Optimize the quality of the final product
How to measure it?	Method: <ul style="list-style-type: none"> ➤ Have all the members of the CED group participated in technical workshops and if they share knowledge and lessons learned (diffusion of technology and know-how) ➤ Are CED group members able to map out the production cycle including the input phases of raw and primary materials ➤ Do CED group members show an understanding of the importance of how to obtain and maintain the production of a quality good/service
Hints	<ul style="list-style-type: none"> ➤ In a participatory manner draw a diagram showing the production cycle identifying raw material, processing time and inputs (amount, type, costs, etc) ➤ Identify quality risks together with the group and draw risk mitigation diagram (where the risk can occur and how to prevent it) ➤ Be flexible in the adaptation of the technology within the local context and support members for their innovation in simplifying the process (when applicable)

1. ABILITY TO GENERATE INCOME (VALUE ADDED) 1.3 The group members possess the ability to commercialize the product Focus: The group members understand the commercialization cycle, give value to market analysis, have the ability to collect and analyze data and make informed decisions regarding their product in relation to the market demand	
What is it?	The main objective of this measure is to assess if all the group members understand the commercialization cycle and especially the activities that relate to market analysis, product testing, sales and marketing.
Why measure it?	<ul style="list-style-type: none"> ➤ Knowledge can be used during the implementation of other economic activities / business operations ➤ Minimize the risk of investing in a product with little market value/potential ➤ Reduce risk and anxiety of introducing a new product ➤ Optimize potential sales channels, by identifying niche
How to measure it?	Method: <ul style="list-style-type: none"> ➤ Are CED group members involved in defining the market penetration strategy ➤ Do CED group members value market research and assist in the preparation of the study and data analysis ➤ Are CED group members actively involved in the identification of potential sales channels ➤ Do CED group members understand the importance and the method of obtaining reliable information regarding the market value and penetration potential of the product
Hints	<ul style="list-style-type: none"> ➤ Involve the group members in the definition and planning of a local market research including primary and secondary objectives (i.e. reliable data and marketing) ➤ Involve group members in the collection and analysis of data and discuss importance of collecting strategic. Info. ➤ Assess together with the group the potential value of the product and why the end-consumer would be interested in buying it and where (strategic events – ex. Local expo) ➤ Identify sales channels with highest potential and lowest risk (government subsidy programs, school supplier, tourism product, local fairs and strategic events)

1. ABILITY TO GENERATE INCOME (VALUE ADDED) 1.4 Ability to make strategic partnerships Focus: The group members understand the importance and are able to form strategic partnerships to strengthen the group and reduce cost in the implementation process	
What is it?	The main objective of this measure is to assess if the group as a whole and the individual members are able to create strategic partnerships with local institutions and other community organizations to facilitate the commercialization cycle, market the product and reduce costs. A CED group that knows how to make strategic partnerships and is actively involved in doing so becomes sustainable and resistant to economic and other threats.
Why measure it?	<ul style="list-style-type: none"> ➤ Reduce costs during the commercialization cycle (raw material, human capital, physical space, and other costs) ➤ Increases the visibility of the group and gains recognition within the local community ➤ Obtains autonomy and independence from a single sponsor, funding source, etc... ➤ Increases group ability to search for local solutions
How to measure it?	Method: <ul style="list-style-type: none"> ➤ Are CED group members involved in researching potential partners and are the tasks discussed in a collective form ➤ Do CED group members understand the contribution of a strategic partnership to the success of the group ➤ Are members involved in nourishing current partnerships ➤ Do the partners of the CED group feel that their role is being valued and that the partnership has mutual benefits
Hints	<ul style="list-style-type: none"> ➤ When making partnerships with local institutions and organizations implement a “shadow program” so that two group members accompany interact with the partner ➤ Discuss during group meetings the importance of strategic partnerships and re-enforce the contribution of individual partners to the success of the CED group’s initiatives. ➤ Support individual group members in pursuing group partnerships through their social networks/community ties. ➤ Ask CED group members for opinions when deciding on pursuing a potential strategic partnership and decide on the engagement strategy

2. SUSTAINABILITY Focus: The group is aware of the environmental impact of the economic activity and is sensitive to issues pertaining to environmental regulations. In addition the group is capable of resisting internal and external threats and is conscious of safety regulations regarding the workplace and the quality of the product.	
What is it?	<ul style="list-style-type: none"> ➤ This indicator reflects the project objectives of building sustainable livelihoods in the fishing communities. It is understood here that sustainability does not only refer to the relationship of the economic activity to the environment but also the ability of the group to be resilient to internal and external threats and that the activity is practiced in a safe manner.
Why measure it?	<ul style="list-style-type: none"> ➤ Shows if the proposed project CED activity is sensitive to environmental issues and that the ecological footprint of the activity is minimized ➤ Demonstrates if the CED group members are resistant to internal (organizational) and external (resources) threats that can jeopardize the commercialization of the product ➤ Demonstrates if the CED initiative is integrated into local activities, has support from local institutions and other community groups ➤ Shows the safety concerns with regards to the workplace and the product itself.
How to measure it?	Measures: <ul style="list-style-type: none"> ➤ Activity does not degrade the environment & waste from production is recycled/re-used ➤ The group is integrated into other existing CED Initiatives (ex. Festivals) ➤ The group knows how to look for resources (human capital, financial, know-how etc) ➤ Safety is taken into consideration in the implementation of the activity

2. SUSTAINABILITY 2.1 Activity does not degrade the environment & waste from production is recycled/re-used Focus: Group awareness of the ecological impact of the CED activity and compliance with environmental regulations	
What is it?	The main objective of this measure is to assess if the CED group is aware of the ecological impact of the activity and attempts to identify means of reducing the impact. In addition the measure verifies if the activity is compliant with environmental regulations that govern the activity.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimize the environmental impact of the CED activity ➤ Avoid activity that is illegal or undesired with negative consequences on the environment ➤ Optimize the use of waste generated during the production/commercialization of the product ➤ Maximize income generation through the implementation of recycling technologies
How to measure it?	Method: <ul style="list-style-type: none"> ➤ Are CED group members aware of the environmental impact of the activity and are they concerned in reducing the ecological footprint of the CED activity ➤ Are CED group members aware of environmental regulations that affect the use of natural resources used in the production process ➤ Are CED group members investigating means of reducing waste or using alternative sources or raw material / primary materials in the production process ➤ Are CED group members investigating/implementing means of recycling to generate new sources of income
Hints	<ul style="list-style-type: none"> ➤ Assess the use of raw materials and open discussion on the potential risks of infracting environmental regulation ➤ Conduct informal and individual discussions to build awareness, list potential factors for the current situation (ex. market demand) and identify potential solutions ➤ Structure formal or informal workshops/courses targeting the reduction of waste and associated income generation strategies.

2. SUSTAINABILITY 2.2 The group is integrated into other existing local Initiatives Focus: Group understands the importance of community integration, as a means of improving the visibility and transparency of the CED activity and gaining local recognition.	
What is it?	The main objective of this measure is to assess if the CED group is integrated into local activities, and if it is actively pursuing partnerships that facilitate the participation of the group in local events.
Why measure it?	<ul style="list-style-type: none"> ➤ Participation can result in potential income generation ➤ Optimizes investment in marketing with considerable exposure in the local market ➤ Builds self-esteem of the group members by exposing product (achievement) ➤ Minimizes the risks of investment in physical infrastructure to expose/sell the product ➤ Maximizes the use of institutional ties and partnerships
How to measure it?	Method <ul style="list-style-type: none"> ➤ Is the CED group participating/ planning to participate in local events and festivals ➤ Are the group members actively searching for “strategic dates” to launch or expose the product in the market ➤ Are the CED group members actively pursuing partnerships that facilitate participation in local events ➤ Does the CED group have a calendar of strategic dates/events that are beneficial to the exposure/commercialization of the product
Hints	<ul style="list-style-type: none"> ➤ Strategic dates/events are formidable opportunities to expose or commercialize the product with minimal risks and low investment. The group should develop in a participatory manner a calendar of strategic events ➤ Conduct a SWOT analysis of potential events and determine if the niche market/client that participates in the event fits into the commercialization strategy ➤ Let the group decide where and when to participate ➤ Be sensitive to the daily schedules, tasks and responsibilities of the CED group members

2. SUSTAINABILITY 2.3 The group knows how to look for resources (human capital, financial, know-how etc) Focus: The group has the ability to identify and use available local and external resources to overcome internal (organizational) and external (market) challenges that may threaten the group's performance and commercialization objectives.	
What is it?	<p>The main objective of this measure is to assess the robustness and organizational sustainability of the CED group. The group must be able to search and secure resources to counteract potential threats and challenges that may arise during the implementation of the project or commercialization cycle. The group must be able to identify resources within itself (assets-based approach) as well as external ones to the group.</p>
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of group breakdown and conflicts that arise due to organizational fragility ➤ Minimizes the risk of project stagnancy due to inability to overcome external challenges ➤ Optimizes the use local assets and personal talents to resolve challenges ➤ Builds self-esteem of the group members by giving value to individual's skills and talents ➤ Maximizes the use of institutional ties and partnerships
How to measure it?	<p>Method</p> <ul style="list-style-type: none"> ➤ Do CED group members give value to their own talents/skills and that of group peers to resolve challenges faced by the group. ➤ Does the CED group rely on a diversified set of institutional and community partnerships to target group's needs ➤ Are the CED group members actively engaging in partnership identification and elaboration activities ➤ Are CED group members preoccupied in seeking support soon after identifying implementation bottlenecks or project challenges
Hints	<ul style="list-style-type: none"> ➤ At the beginning of the project implementation process dedicate time to identifying individual talents, skills and dreams so that group members are aware of the internal strengths/assets of the group (robustness). ➤ Map out potential institutional and community partnerships and the role that they could play in the development of the group ➤ Invite current and potential partners to group events to strengthen ties between the group and supporting organizations/institutions ➤ Promote and give incentive to group members to seek new partnerships ➤ When making partnerships with local institutions and organizations implement a "shadow program" so that two group members accompany interact with the partner

2. SUSTAINABILITY 2.4 Workplace Safety and product quality Focus: CED group members show concern for workplace safety as well as safety issues concerning the use/consumption of the final product by the consumer. Group members are aware of and abide to regulations referring to workplace and product safety and quality.	
What is it?	<p>The main objective of this measure is to assess if the CED group is aware of the importance of enforcing workplace safety protocol as well as product quality control. The CED group members must understand the applicable regulations/legislations and the implications of maintaining workplace and product safety and quality standards on the viability of the CED initiative.</p>
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of workplace accidents and degradation of product quality ➤ Minimizes costs with waste of raw and primary material ➤ Optimizes the utilization of resources during production ➤ Builds self-esteem of the group members by providing dignified workplace conditions ➤ Avoids future complications due to non-compliance of applicable regulations to the CED activity
How to measure it?	<p>Method</p> <ul style="list-style-type: none"> ➤ Are CED group members aware of applicable regulations regarding workplace and product safety and quality. ➤ Does the CED group have a clearly stated workplace safety protocol and product quality system ➤ Do CED group members abide to the workplace safety protocols and product quality controls ➤ Do CED group members understand the relationship between product quality and activity performance
Hints	<ul style="list-style-type: none"> ➤ Emphasize during the early phases of the technology learning curve the importance of workplace safety and product quality and document processes ➤ Implement basic sanitary conditions during the all experimental production processes ➤ Assess with the group their performance regarding workplace and product safety and quality control

3. ORGANIZATIONAL CAPACITY	
Focus: Ability and agility to implement projects, assign and carry out tasks, divide responsibilities, mobilize participation and coordinate group events and organize production cycles.	
What is it?	<ul style="list-style-type: none"> ➤ This indicator reflects the project objectives of building strong community groups that are able to mobilize and organize community members to carry out the desired tasks. Good organizational capacity is transferable to a number of activities related to CED and other types of community development initiatives.
Why measure it?	<ul style="list-style-type: none"> ➤ Demonstrates robustness of the group and ability to implement projects with little external assistance ➤ Shows the dynamics of the group including: agility to respond to threats, responsibility in carrying out tasks, solidarity with other group members and group's learning ability (from theory to practice to continuous reflection and improvement) ➤ Demonstrates ability to plan, organize and coordinate activities related to both the production and commercialization cycles ➤ Demonstrates ability to transfer acquired knowledge to other community development activities including political and social mobilization.
How to measure it?	Measures: <ul style="list-style-type: none"> ➤ Group members are able to work collectively (distribute tasks and responsibility) ➤ Group members are able to make decisions in a participatory and democratic fashion ➤ Group members are able to mobilize participation within the group and communicate effectively ➤ Group members are able to execute project planning and Implementation

3. ORGANIZATIONAL CAPACITY 3.1 Group members are able to work collectively Focus: CED group members have a structured process of assigning tasks and dividing responsibilities and a process to follow up on the results.	
What is it?	The main objective of this measure is to assess if the CED group is able to distribute tasks and responsibilities among the group members and carry out the tasks in an effective manner. A strong group decentralizes tasks in order to avoid relying on a few group members.
Why measure it?	<ul style="list-style-type: none"> ➡ Minimizes the risk of overloading one person with tasks ➡ Demonstrates dedication of group members to the project ➡ Optimizes the utilization of social ties/skills of group members to facilitate the implementation of the project ➡ Builds self-esteem of the group members by giving them opportunity to develop new skills and values their contribution to the development of the group ➡ Demonstrates ability of the CED group to carry out activities independently
How to measure it?	Method <ul style="list-style-type: none"> ➡ Are tasks being divided among group members ➡ Does the CED group document the progress of the group and keeps track of assigned responsibilities and follow up through meeting minutes ➡ Do CED group members help each other in achieving the assigned tasks ➡ If the assigned tasks are not carried out on time does the CED group have a method of discussing the issue in a participatory and orderly manner
Hints	<ul style="list-style-type: none"> ➡ Emphasize during the early phases of the project implementation cycle the importance of dividing responsibilities and active participation of all group members in the project activities ➡ Begin assigning small tasks during group meetings such as keeping track of time, writing minutes, helping write on the flipchart, bring snacks and refreshments ➡ Bring along 2 group members to meetings with partners and then let them present to the group members the results of the meeting.

3. ORGANIZATIONAL CAPACITY 3.2 Group members are able to make decisions in a participatory and democratic fashion Focus: Internal participatory decision making processes are established, and carried out. The CED group members are able to disseminate the information within their community and show inclusiveness.	
What is it?	The main objective of this measure is to assess if the CED group members make decisions in a participatory and democratic fashion. The measure can be subdivided into two deliberative instances including the dissemination of knowledge and information and the inclusiveness of group members in the decision making process and strategies of conflict resolution and consensus building
Why measure it?	<ul style="list-style-type: none"> ➤ Demonstrates group's stability and ability to reach consensus in a participatory fashion ➤ Demonstrates that the CED group members value their peers' contributions and opinions ➤ Demonstrates that the CED group members are inclusive and are willing to share knowledge within their community ➤ Validates the decisions that are taken and fosters transparency of the project implementation process
How to measure it?	Method <ul style="list-style-type: none"> ➤ Are decisions made in a participatory fashion during group meetings ➤ Are the opinions of individual CED group members respected and taken into consideration during the decision making process and are all members equally speaking out (women, elderly, youth, men) ➤ Are the decisions transparent and are the results communicated within the group and the community ➤ Is the CED group inclusive in nature and willing to replicate the acquired knowledge in other community development groups and initiatives
Hints	<ul style="list-style-type: none"> ➤ Carry out regularly group dynamics emphasizing collectivity, participation, and decision making processes ➤ Make sure that the group meetings do not have a teacher-student hierarchy but rather foster an equal discussion process

3. ORGANIZATIONAL CAPACITY 3.3 Group members communicate effectively Focus: internal mobilization of group members and communication among the group members and with community at large	
What is it?	The main objective of this measure is to assess if the CED group members are able to communicate and mobilize themselves effectively to carry out tasks, organize and plan events. The measure also identifies if the group members communicate well with the community at large.
Why measure it?	<ul style="list-style-type: none"> ➡ Minimizes the risk of creating dependency on external consultants ➡ Demonstrates group's ability to mobilize itself to carry out tasks and plan events ➡ Demonstrates effectiveness of communication within the group ➡ Demonstrates CED group's ability to communicate its progress, results and activities to the community at large
How to measure it?	Method <ul style="list-style-type: none"> ➡ Are CED group members communicating effectively through formal and informal network/ties ➡ Do CED group members take the initiative to inform their peers about current project activities and next steps ➡ Has the CED group identified key members within the group that can facilitate communication among group members ➡ Are all the group members aware of the stage of implementing an activity and of the following steps
Hints	<ul style="list-style-type: none"> ➡ Communication among group members can often be hampered by distances, lack of structured means of communication do to associated costs (phone, cell). In this case the CED group should identify a few members that are responsible for informing their peers. ➡ Propose that members communicate on a regular basis outside of structured group meetings and use other social spaces such as churches, local bakery shop, other community events to talk about the project activities.

3. ORGANIZATIONAL CAPACITY 3.4 Group members execute project planning and Implementation in a participatory fashion Focus: participatory planning of CED group events, ability to structure action plan (objectives and corresponding actions and division of responsibilities) and implementation	
What is it?	The main objective of this measure is to assess if the CED group members are able to plan and carry out events and initiatives in a participatory and effective manner. The ability to execute project planning involves structuring action plans, defining objectives and corresponding actions and assigning tasks and responsibilities.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of creating dependency on external consultants ➤ Demonstrates group's ability to plan activities together with input from all group members ➤ Minimizes the risk of group members losing interest in the activity or not embracing it ➤ Maximizes the use of CED group members' skills and assets in implementing the group's activities.
How to measure it?	Method <ul style="list-style-type: none"> ➤ Are CED group activities discussed and planned by the group ➤ Is activity planning discussed by the CED group members ➤ Is the activity planning and implementation process documented by the CED group ➤ Are CED group members aware of where specific activities fit in the commercialization cycle, their importance and implementation strategy
Hints	<ul style="list-style-type: none"> ➤ Suggest to the group a commercialization strategy that revolves around 'strategic dates' that correspond to local festivals and events. ➤ Draw a histogram of activities and discuss in a participatory form the objectives and importance of each in the commercialization cycle ➤ Be flexible with the action plan and respect the democratic opinion of the group members regarding the implementation of a specific activity

4. GROUP INDEPENDENCE AND AUTONOMY Focus: Established autonomy within the group and independence from PPA coordination and assistance. The group members do not rely on assistance from PPA consultants.	
What is it?	<ul style="list-style-type: none"> ➤ This indicator reflects the project objectives of building strong community groups that are able to continue the development of project initiatives after the project ends. The indicator measures if the CED group members are able to manage and implement projects, seek and establish strategic partnerships without intervention from PPA consultants.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of group members demobilizing and abandoning the CED initiative after the PPA project ends ➤ Demonstrates robustness of the group and ability to implement projects with little external assistance ➤ Demonstrates learning ability and agility to cope with changes associated with market dynamics, social structures and local political context. ➤ Maximizes the transferability of acquired knowledge to other community development activities including political and social mobilization.
How to measure it?	Measures: <ul style="list-style-type: none"> ➤ The group members go after resources (financial and human capital) ➤ Group has a vision and plan of activities/initiatives for the following years ➤ Group possesses monitoring ability to continuously improve the product ➤ Group possesses learning ability and adapts the technology with local know-how

4. GROUP INDEPENDENCE AND AUTONOMY 4.1 The group members go after resources (financial and human capital) Focus: Ability to seek resources and agility to pro-actively resolve project bottlenecks	
What is it?	The main objective of this measure is to assess if the CED group is independently seeking resources to strengthen the group's structure and increase the probability of success. This measure stresses the importance of a pro-active approach to resolve conflicts or challenges that the group may encounter.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of group breakdown and conflicts that arise due to organizational fragility ➤ Minimizes the risk of project stagnancy due to inability to overcome internal and external challenges ➤ Maximizes the use of institutional ties and partnerships to benefit the group's development ➤ Demonstrates CED group's agility in foreseeing potential bottlenecks and ability to seek solutions
How to measure it?	Method <ul style="list-style-type: none"> ➤ Are CED group members aware of the resources required to implement planned activities and is support identified ➤ Are challenges and project bottlenecks identified, and are solutions sought in a participatory fashion ➤ Are CED group members pro-actively seeking new partnerships and financial resources to facilitate implementation of planned group activities ➤ Does the CED group rely on a diversified set of institutional and community partnerships to target group's financial and human capital needs
Hints	<ul style="list-style-type: none"> ➤ Early in the CED initiative promote a "shadow program" to expose group members to institutional and community partners ➤ Make a list of group assets and needs in relation to the group's specific initiative or planned activity, determine strategic partnerships and develop action plan ➤ Strategize together with group members and practice partnership development techniques and skills

4. GROUP INDEPENDENCE AND AUTONOMY 4.2 Group has a vision and plan of activities/initiatives for the following years Focus: CED group members are aware of the impact of the CED initiative on their lives and of the community at large.	
What is it?	The main objective of this measure is to assess if the CED group members have a vision of how the CED initiative can improve their quality of life and how the initiative can be further developed, and/or replicated in their community.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimize the risk of losing track during project implementation ➤ Optimize the availability of strategic partnerships ➤ Demonstrates that CED group has a structured action plan to achieve the desired objectives
How to measure it?	Method <ul style="list-style-type: none"> ➤ Are CED group members actively involved in planning and carrying out the next steps in the implementation of the project ➤ Are future goals and challenges discussed by the group members ➤ Are changes in the activity schedule discussed and agreed upon in a participatory and democratic fashion
Hints	<ul style="list-style-type: none"> ➤ At the beginning of the implementation process define what each group member expects to get from the CED initiative ➤ Ensure that all members are aware of the goals, expectations and involvement/participation of other group members ➤ Review periodically the vision of the group and discuss in a participatory manner the changes and/or adaptability of the vision to new circumstances ➤ Promote discussion on how the group members can achieve their expectations through their involvement in the CED initiative, and how this can be reflected in the vision statement

4. GROUP INDEPENDENCE AND AUTONOMY 4.3 Monitoring Ability Focus: CED group possesses monitoring ability to continuously improve the product and group performance	
What is it?	The main objective of this measure is to assess if the CED group has the ability to monitor group performance and product quality. Monitoring ability implies that the group dedicates time to assess group performance and acceptance of the product in the market, learns from previous experiences and adapts to current situations.
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of losing track of CED initiative vision, goals and objectives ➤ Optimizes the learning curve of the CED group members ➤ Demonstrates that the group seeks continuous improvement in the implementation of specific CED activities and organizational capacity.
How to measure it?	Method <ul style="list-style-type: none"> ➤ Do CED group members reflect on the implementation process of individual CED activities identifying successes and failures ➤ Are implementation challenges discussed by the CED group members and are solutions proposed in a participatory fashion ➤ Do CED group members understand the importance of reflecting on the implementation process as a means of improving group performance and product quality
Hints	<ul style="list-style-type: none"> ➤ At the end of an activity make sure that you reflect with the group on the successes and difficulties encountered ➤ Document the implementation process together with the group and periodically assess how the process can be improved ➤ Promote discussion on how the CED group members can improve the group's organizational capacity ➤ Resolve challenges as soon as possible to avoid future conflicts and potential implementation bottlenecks

4. GROUP INDEPENDENCE AND AUTONOMY	
4.4 Learning ability	
Focus: CED group possesses learning ability and adapts the technology with local know-how	
What is it?	The main objective of this measure is to assess how the CED group members develop new skills, acquire new knowledge and transfer or replicate it. The identification of the learning ability also reflects the technology transfer and if the group members adapt the technology with local know-how (technology ownership)
Why measure it?	<ul style="list-style-type: none"> ➤ Minimizes the risk of creating group dependency ➤ Optimizes the learning curve of the CED group members and replication of knowledge in their communities ➤ Maximizes the benefits of new technology transfer and technology ownership ➤ Demonstrates that the group seeks continuous improvement in the implementation of specific CED activities and organizational capacity.
How to measure it?	Method <ul style="list-style-type: none"> ➤ Do CED group members demonstrate understanding of the acquired knowledge and technology ➤ Are all CED group members able to implement the technology during the production process ➤ Do CED group members show innovation, adaptability and flexibility during the learning and experimentation process regarding the technology ➤ Are CED group members striving to improve the organizational capacity of the CED group through learning cycle (theory, practice and reflection)
Hints	<ul style="list-style-type: none"> ➤ At the end of an activity make sure that you reflect with the group on the successes and difficulties encountered ➤ Document the commercialization process together with the group and periodically assess how the process can be improved ➤ Promote discussion on how the CED group members can improve the group's organizational capacity ➤ Resolve challenges as soon as possible to avoid future conflicts and potential implementation bottlenecks

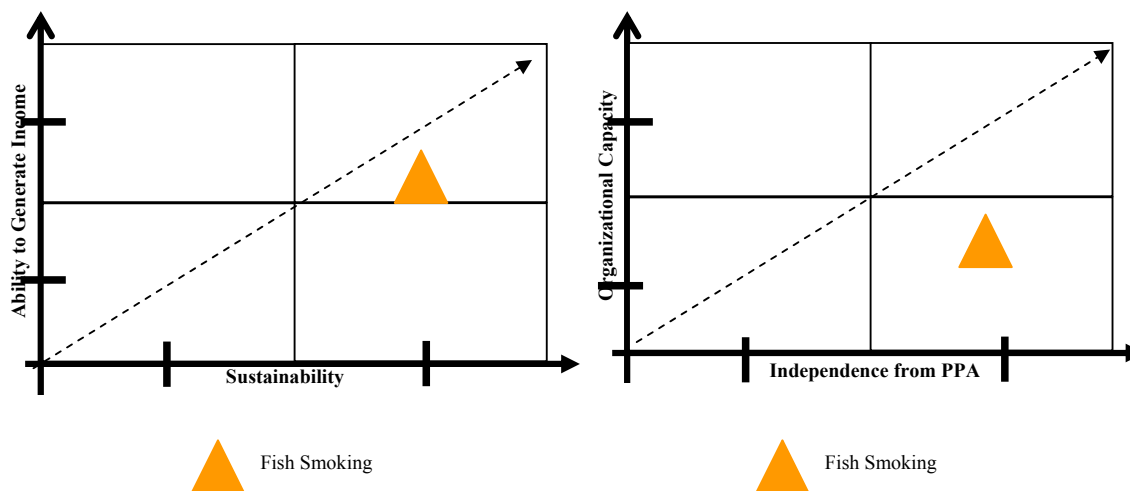
In light of the above descriptive indicator tables, the current situation of the Fish Smoking CED Pilot Project (Tres Marias and Beira Rio) is as follows:

INDICATORS AND CORRESPONDING MEASURES	CED Group
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
Technical know-how of producing value added products/services	2
The group members possess the ability to commercialize the product	1.5
Ability to make strategic partnerships (raw material, skills, markets, institutions, etc.)	2
TOTAL SCORE	6.5
Sustainability	(Each variable is out of 2,5 summing up 10 max points)
Activity does not degrade the environment & waste from production is recycled/re-used	2
The group is integrated into other existing community initiatives (ex. Festivals)	2
The group knows how to look for resources (human capital, financial, know-how etc)	1.5
Workplace safety and product quality	2
TOTAL SCORE	7.5
Organizational Capacity	(Each variable is out of 2,5 summing up 10 max points)
Group members are able to work collectively (distribute tasks and responsibility)	1
Group members are able to make decisions in a participatory and democratic fashion	1,5
Group members are able to communicate effectively	0,5

Group members execute project planning and Implementation in a participatory fashion	1
TOTAL SCORE	4
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)	2
Group has a vision and plan of activities/initiatives for the following years	1
Monitoring ability to continuously improve the process and product	2
Group possesses learning ability and adapts the technology with local know-how	2
TOTAL SCORE	7

INDICATORS AND CORRESPONDING VARIABLES	Fish Smoking Group
Ability to Generate Income (Value Added activities)	6,5
Sustainability	7,5
Organizational Capacity	4,0
Independence from PPA	7,0

The visual representation of the group's performance levels according to the four indicators 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. Lack of division of tasks – centralization of responsibilities and dependence on PPA consultant to carry out critical group tasks	<p>During the month of May, the Fish Smoking group met five times (Monday General Meetings). The regularization of the group meetings (day, time and location) greatly facilitated the implementation of the meetings however most of the tasks were being planned and carried out by the consultant. To reduce group dependency the following strategies were implemented:</p> <ol style="list-style-type: none"> 1) Assigning tasks at the end of meetings on a voluntary basis 2) Implementation and division of simple during the meetings such as keeping track of time, writing minutes, assisting with writing on flipchart, bringing snack and refreshment to the meetings 3) Review of minutes from preceding meetings and reporting on events, meetings, actions carried out during the week <p>The division of simple tasks gave the opportunity to group members to participate more actively in the execution of group meetings and events. However and more importantly, the division of simple tasks also provided an opportunity to discuss the importance of decentralizing responsibilities to the group's development. This was often done through reflection periods, especially when tasks were not completed due to various challenges</p>
2. Knowledge gap between individual group members and institutional and other community partners	<p>The PPA consultant noticed that the individual group members were not actively pursuing local partnerships to strengthen the group's performance and facilitate the commercialization process. The following strategies were implemented to bridge the gap between the group members and the institutional and community partners:</p> <ol style="list-style-type: none"> 1) A "shadow program" was implemented where the PPA consultant chose volunteers to accompany him during strategic meetings with partners and to assist in the execution of important tasks 2) During the group meetings the members that volunteered to

	<p>accompany strategic meetings with the partners reported on the outcome of the meetings to the rest of the group.</p> <p>This strategy had the following positive spin-offs:</p> <ol style="list-style-type: none"> 1) Group members became aware of the role of the partner in the development of the project 2) Group members began to divide tasks and participate more actively in group tasks 3) Group members had the opportunity to practice public speaking and presentation skills 4) Group members became more aware of the difficulties/ challenges that impact the development of the CED initiative 5) Group members had the chance to be valued for their contribution to the development of the group
3. Budget Constraints	<p>During the month of May budget constraints became evident and the group had to reorganize and plan its activities accordingly. The budget issues were presented to the group and discussed in a participatory manner. This discussion also provided a great opportunity to discuss financial accountability and to present expenses and WFT's investment into the CED initiative. This provided numerous positive spin-offs including:</p> <ol style="list-style-type: none"> 1) Participatory analysis of the investments in the CED initiative 2) Financial transparency of the investments 3) Trust building among the group members and the PPA consultant 4) Brainstorming activity on how to reduce expenditures

6.0 Existing Plans and Suggestions for Follow-up

The following existing plans refer only to the Fish Smoking CED initiative. More detail regarding foreseeable June activities and associated costs can be found in **Appendix 2**

Existing Plans	Suggestions for follow-up
<p>Market Research</p> <p>In the middle of June the Tres Marias Youth Association will conduct a market research in 5 city neighborhoods and 3 supermarkets. The data will be used to assess the penetration strategy, determine marketing plan, and determine optimal points of sale.</p>	<ul style="list-style-type: none"> • At the present moment we know that the product has a good acceptance ratio in the local market but still questions regarding the product penetration and marketing strategy must be assessed. • The market research can also be used later on in the local marketing campaign. Analysis of the data will reveal the true potential of the local market and the best strategy to introduce the product (i.e., point of sale, market niche, pricing, volume of production)
<p>Technical Course to de-bone fish</p> <p>A quality smoked fish product must be introduced in the local market as a boneless product. This decision was taken by the group after talking with local supermarket owners and restaurant managers.</p> <p>The technical course can also be used to further build environmental awareness, learn the technique and investigate means of recycling waste from the filleting process to generate income.</p>	<ul style="list-style-type: none"> • The course must be formalized through institutional partnerships, material must be developed and the logistics must be planned out. Currently the CAP infrastructure has been identified as the location of the course. • The group is in the process of identifying local fishermen that have the knowledge of how to de-bone a fish and are able to convey the knowledge to the group members.
<p>Structuring of Financial proposal for Fundação Banco do Brasil and partnership among the Federation and the Fish Smoking Group</p>	<ul style="list-style-type: none"> • In order to receive the funds from the Fundação São Francisco, the group must prepare a formal proposal using specific forms. This will give an opportunity for the group member to learn how to write projects and prepare proposals. • Since the Artisan Fish Smoking Group is not legally structured nor documented as an association, the group must structure a partnership with the Federation of Fishermen to receive the funds.