



**Building Understanding through International Learning and Development (BUILD)
2009 Community Development Plan for Santa Anita la Unión, Colomba, Quetzaltenango, Guatemala**

Santa Anita la Unión, about 4 hours from Guatemala City in the fertile *boca costa* region near the country's second largest city of Quetzaltenango (Xela), is a community of about 160 people, 36 families, who make a living off of the production of organic coffee and bananas. All of the grown men in the community, and many of the women, are former combatants of the *Organización Revolucionaria del Pueblo en Armas* (ORPA), one of the four major guerrilla groups that fought against the Guatemalan army during the country's 36-year civil war. When all of the four groups came together with the Guatemalan government in 1996 to sign the Peace Accords, the guerrilla vowed to disarm in exchange for the promise of peace, rights, and land. To fulfill its promises of land, the government established *Fondo de Tierras* (the Land Fund), a body dedicated to facilitating the access to and purchase of land for resettled refugees, ex-guerrilla fighters, and rural *campesinos*. In 1998, the 36 families of Santa Anita la Unión negotiated the purchase of their farm through *Fondo de Tierras* and received a more than \$300,000 loan from Banrural for its purchase. According to the rules of the bank and Land Fund, Santa Anita was given a one year grace period on the debt, during which time they also received heavily subsidized technical training from government-hired agronomists and agricultural engineers. The training was partially funded by the European Union, which also helped the families remove the more than 40-year old dead plants from the farm's long abandoned land. After three years, the training ended, and the debt became a practical, ominous reality for the families of Santa Anita, who have now gone six years barely paying off the 12% annual interest, not having repaid one cent of the \$300,000 debt. Hopes of debt repayment were complicated by Hurricane Stan in 2005, which crippled the cooperative's production and sales. Three years after the hurricane, production has still not reached pre-Stan levels.

The training given to the men and women of Santa Anita was a gesture mandated by the Peace Accords signed after the war, but unfortunately, the three years of training (not daily training) did not sufficiently equip the workers of Santa Anita with the skills necessary to run a profitable farm. Unwilling to take on new debts and interest payments, the families of Santa Anita are facing an economic crisis, many men in the community now spending half of their weeks in Guatemala City in minimum wage jobs in order to supply enough food for their families. In a meeting with Congressman Oliverio García, the BUILD Guatemala team was told that "Guatemala's development future is to help the people do what they know how to do." So what happens when the people have known little more than violence for 30 years? At Santa Anita, many of the community members spent twenty or more years in the mountains, armed, fighting against the military. The training programs they received after the war did not enable the people to sustainably transition from the guerrilla lifestyle to the entrepreneurial, agro-business lifestyle. Additional community problems—which mainly stem from lack of economic resources—include:

- access to potable water (currently only 1.5 hrs per day),
- educational opportunities for adults and children
- lack of technology for education, marketing, communication, finances
- lack of business administration knowledge
- lack of direct export capabilities
- lack of adequate legal and financial representation

The proposed plan for the 2008-2009 academic year is ambitious, due to scope and depth of the enumerated problems, but it holds great potential for both Santa Anita and the BUILD Program. The plan for 2008-2009 would include a trip to Santa Anita over spring break to further planning efforts and to expose a new BUILD team to our partner community. Additionally, a select BUILD team will travel to the community over the summer to realize certain elements of this Community Development Plan (CDP) in conjunction with the people of Santa Anita and FUNDAP, BUILD's partner NGO for this Plan.

The CDP focuses on technical training and the overall socioeconomic development at Santa Anita, starting with the most basic problems. Realization of all elements of the CDP requires approximately one year, but the majority of the projects will be completed over a three to six-week period in the summer of 2009. This Community Development Plan focuses on four areas of need:

- 1) Coffee Production
 - a. Purchase new coffee plants to increase production:
 - i. Minimum of 20,000 grafted¹, organic plants
 - ii. Purchase all materials associated with the planting process (i.e. fertilizer and bags)
 - b. Construct a seed nursery for approximately 24,000 coffee plants:
 - i. Work with FUNDAP and the *junta directiva* in the initial planning stages;
 - ii. Secure a location for the seed nursery and coordinate with FUNDAP to develop blueprints, cost estimates, etc. in the spring of 2009;
 - iii. Calculate the final budget for construction and the logistics of materials transport from FUNDAP offices to Santa Anita;
 - iv. Finalize a timeline for construction and training for permanent staff of the structure
 - v. Construct the seed nursery, under FUNDAP's direction, with the help of the members of Santa Anita and BUILD in the summer of 2009;
 - vi. Transfer the 20,000+ plants to the new structure and facilitate training programs in seed nursery staffing and the grafting process, also over the summer of 2009.
 - c. Facilitate a training program in coffee planting and cultivation for each of the 27 exporting members of Santa Anita:
 - i. Meet with FUNDAP to develop a structure and timeline for the full training program;
 - ii. Disseminate information about the proposed training program to each of the 27 exporters at the cooperative via meetings and printed materials;
 - iii. Collaborate with the *junta* of Santa Anita and FUNDAP to conduct the initial diagnostic;
 - iv. Use the preliminary diagnostic to design agricultural/cultivation workshops and evaluations for each exporting member;
 - v. Conduct the training/workshops once a week for 40 weeks beginning in late January 2009 using engineers from FUNDAP.
- 2) Administration
 - a. Collaborate with FUNDAP employees to assess the feasibility of a business administration/organization training program for the *junta directiva*;
 - b. Speak with the following outside that work closely with the cooperative to assess the flaws and challenges of the current administration:
 - i. The exporting members of Santa Anita
 - ii. Pura Vida Coffee
 - iii. Café Conciencia
 - iv. FUNDAP
 - c. Work with FUNDAP to conduct an administrative diagnostic of Santa Anita and collect all financial and production documents;
 - d. Use the diagnostic to design a training program in business administration and community organization for the board of Santa Anita and any other community members who FUNDAP feels should participate;
 - e. Conduct the training program once a week for 20 weeks in the spring and summer of 2009 using FUNDAP technicians.
- 3) Technology
 - a. Install internet in the community;
 - i. Work with community member Willy Barreno to assess options,
 - ii. Evaluate the feasibility and cost of installation,
 - iii. Prepare a budget for installation of internet receivers,
 - iv. Install the selected internet system in the summer of 2009;

¹The "grafting" process for organic coffee requires splicing the root of the rougher, more durable Robusta plant and tying to it the stem of the higher quality, more delicate Arabica plant. This process is done to assure the highest quality bean and also a strong root system.

- b. Compile a diagnostic of the current electrical/technological situation of Santa Anita during the BUILD trip in March 2009;
 - c. Arrange and remodel the community office;
 - d. Secure between 4 and 8 computers for the community office, school, and library through Boston-based TecsChange and similar NGOs;
 - e. Clean and remodel the communal library;
 - f. Design and conduct a training program in computer and internet use for the following groups:
 - i. The board of Santa Anita,
 - ii. Ecotourism director,
 - iii. Community teachers,
 - iv. Some community youth;
 - g. BUILD team members conduct the training three times per week for three weeks over the summer of 2009;
 - h. Secure funding for two scholarships for two members of Santa Anita to attend a 10-week intensive computer training class in Xela over the summer of 2009;
 - i. Establish the position of “Director of Technology” in the community;
 - j. Develop a contract/manual with the tech director to use as a community computer use policy.
- 4) Ecotourism
- a. Select two BUILD students to dedicate their time almost exclusively to the ecotourism/ecological aspects of Santa Anita;
 - b. Have those students immerse themselves in the biology and ecology of coffee and Central American cloud forests;
 - c. Work with Santa Anita’s ecotourism coordinator to formalize the trail system during BUILD’s spring break trip to Santa Anita;
 - d. Create English and Spanish trail maps for publication over the summer of 2009;
 - e. Catalog all of the flora and fauna of Santa Anita over in March and the summer of 2009;
 - f. Put together for publishing two ecotourism booklets for Santa Anita:
 - i. One booklet on the coffee cultivation process and the biology and chemistry of coffee,
 - ii. A second book on the forest and animal life of Santa Anita, similar to a field guide, for groups of volunteers who come to visit the farm;
 - g. Work with Santa Anita’s ecotourism director to develop additional promotional materials for the community ecotourism project:
 - i. New, high quality photos for printing,
 - ii. Email advertisements,
 - iii. Web advertisements,
 - iv. Printed advertisements
 - h. Coordinate with FUNDAP on assessing the state of the reforestation project.

This period of training and community development would utilize the human resources of Tufts, the IGL, Santa Anita, local NGOs, and Guatemalan organizations. Funding would be required for internet installation at Santa Anita, new coffee plants, materials for the seed nursery, and the personnel and didactic materials for the agricultural, business administration, and technology training. While FUNDAP is our primary partner NGO in this CDP, we are looking to also collaborate with U.S.-based individuals and NGOs, USAID, Pura Vida Coffee, the National Congress of Guatemala, Café Conciencia, TecsChange, and local Guatemalan experts to provide the expertise, time, and funds to realize all of these projects.

For more information on our partner NGO, FUNDAP, please see our document entitled “FUNDAP Collaboration Plan,” and for more information on each specific project, please contact the BUILD Guatemala sub-group leaders:

Kathryn Taylor: Fundraising and Marketing
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For more information on the BUILD program, please refer to our website at:
www.tuftsgloballeadership.org/programs/build.

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