



TRIP REPORT

April 6-10, 2011

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I. EXECUTIVE SUMMARY

The Baja Project team visited El Barril from April 6-10, 2011. The primary focus of the trip was to advance current projects (kinder, scholarships, solar panels, aquaculture and garden) and to fully transition them to the first year consultants. Additionally, the team conducted business needs assessments with members of the fishing, jewelry and sewing cooperatives as well as other business owners.

This trip proved to be quite successful for the aquaculture project. The aquaculture group has been holding regular monthly meetings and they have been able to put aside some savings for hiring a marine expert and purchasing materials. They are maintaining the drive witnessed during the December 2010 trip and have organized a timeline that they want to complete before the summer along with items that will require the assistance of the Baja Project.

The electrification and solar panel projects have also made great progress. The generator is functioning and the community has electricity for 10 hours a day. Additionally, 20 solar panels are in the process of being distributed to community members. The Baja Project is working with Iluméxico to explore the possibility of purchasing nine more panels for interested families that did not receive panels in the first distribution.

The trip was also successful for empowering the Health Committee. Upon request from the last trip, the Baja Project met with members of the health committee and presented them with activities and materials for a sexual education workshop in the secondary school. The Baja Project also worked with the committee to provide the workshop in the secondary classroom.

Additionally, tremendous advancements were displayed by the fishing co-op. They bought an ice truck in January and found a buyer in La Paz where they can get better prices for their product. The fish house/packing center has been cleaned up and the co-op wants to start re-using the facility once they build up enough capital.

The team was also pleased to see the organization of the kindergarten classroom and to learn that the kinder teacher, Zaira, had attended her first CONAFE training in Vizcaino during early April. The Baja Project also noted that the community garden was flourishing with plants such as corn, watermelon, squash radishes, and beets, and the team held a project in the garden with the primary school. In addition, scholarship disbursements were made to the three recipients and the water testing in the community showed no abnormalities. The Baja Project helped the AMBAR women's cooperative to create a catalog, and plans to assist the community with their telecommunications needs are underway.

Overall, the trip was productive. The first year students were able to take the lead on projects while utilizing the experience and expertise of the second year consultants. The first year students had time to continue building relationships with members of the community and gained insight into the businesses of the community by spending time with each of the cooperatives. The team was excited to see the tremendous strides made by the community since the last trip and is looking forward to offering small business training in the community while continuing to advance current and new projects.

II. INTRODUCTION & OBJECTIVES

The April 2011 trip provided a great opportunity for the first year students to continue building relationships in the community. The second year students followed up on all current projects while transitioning activities to the first year students. The team took the opportunity to gather information for future business training workshops and was pleased to see great advancements in the community since the last trip.

III. ITINERARY

Wednesday, 6 April

8:45am: Team arrives at Montgomery Field and loads plane

9:45am: Team departs Montgomery Field

12:30pm: Team arrives in El Barril

1:00pm: Lunch and time to get settled

2:30pm: Team departs La Mancha for town. Viewed progress in community garden, ice house and truck and met with primary and secondary teachers. Planned a meeting for the next day with members of the health committee

5:30pm: Solar panel meeting

6:00pm: Return to La Mancha

8:00pm: Dinner

11:00pm: Retire to bed

Thursday, 7 April

7:45am: Breakfast

8:30am: Team departs La Mancha. Tenille and Natalie meet with Kinder teacher and Amanda & Amy meet with Claudia about catalog. Others visit member in town and arrange meetings

10:00am: Meeting with the Health Committee

11:30am: Amanda, Amy, Ayal and Natalie conduct interviews with the Sewing Co-op as a group and individually

1:15pm: Return to La Mancha for lunch

2:45pm: Depart La Mancha to conduct community surveys of those in cooperatives. Pete and Amanda disburse scholarship funds

5:30pm: Solar panels meeting with the community

6:00pm: Interview with fishing co-op leaders

6:45pm: Soccer game

9:00pm: Dinner

10:30pm: Retire to bed

Friday, 8 April

8:15am: Breakfast

8:45am: Team leaves La Mancha for Community Garden

9:00am: Community Garden project with primary school kids

10:30am: Amanda, Amy, Tenille, Natalie and Pete go to secondary school to help with educational seminar

11:30am: Jarrod and Ayal deliver community messages

12:45pm: Team plays game with kids

1:15pm: Return to La Mancha

2:15pm Trip to Sanfrancisquito

5:00pm: Return to La Mancha

5:45pm: Amanda, Tenille, Natalie and Jarrod leave La Mancha for town. Amanda & Tenille distribute water & gas charts while Jarrod and Natalie conduct solar panel training

7:00pm: Return to La Mancha

8:30pm: Dinner

10:30pm: Retire to bed

Saturday, 9 April

9:00am: Breakfast

10:00am: Amy, Natalie and Amanda leave La Mancha and conduct surveys with Mar Azul and Ambar cooperatives

12:30pm: Return to La Mancha for lunch

2:00pm: Amy returns to El Barril to finish catalog work with Ambar

2:30pm: Aquaculture meeting at La Mancha with members and Jarrod, Ayal, Natalie and Amanda

5:30pm: Team helps with dinner preparation

7:00pm: Dinner with team, Luis, Lino and their families

11:00pm: Retire to bed

Sunday, 10 April

8:00am: Breakfast

9:00am: Team departs La Mancha to take water testing samples and say goodbye

9:45am: Depart El Barril

1:15pm: Arrive Montgomery Field

1:30pm: Amy and Pete deliver water samples

IV. FINDINGS

A. Water Resources and Purification

Summary of prior progress:

During the previous trip, the Baja Project learned that water contamination was not a concern. During that trip the Baja Project also met with Agustín, the community member in charge of maintaining El Barril's water system. He brought up the need for a small water tank and addressed maintenance costs, the current pricing mechanism for water, and the fact that he operates the water system for the community without being compensated.

Trip Objective: Test the water in the community and teach the first year students the testing process. Also, follow up with Agustín on consumption of water and diesel for the generator in the community.

The Baja Project learned that the community has a new system for pricing water that charges a flat rate of MX\$50 per month. The team also met with Agustín to provide him with charts to track water and diesel consumption as well as the price of diesel during the month of May.

Additionally, the water samples taken from the community showed no abnormalities.

Future Objectives:

Research the costs of replacement parts for the purification system and follow up with Augustín about consumption of water and fuel in the community. The Baja Project should also monitor the water tower for additional signs of disrepair and help facilitate communication between Manuel Maldonado and the community about any potential government assistance with water tower repairs.

B. Co-op Business Surveys

Summary of Prior Progress:

In January, the first year Baja Project consultants formulated the plan to carry out business skills workshops with El Barril co-op members and business owners. In the months prior to the April trip, the team created a questionnaire and worked with Professor Malesky and another second-year student to improve the quality of the questions and wording of the questionnaire.

Trip Objective: Complete the business skills questionnaire with the majority of the co-op members and small business owners of El Barril. The survey was designed to measure their current knowledge of business concepts, the current situation of their businesses and the skills they would like to learn in order to improve their businesses.

On April 7-9th the Baja Project dedicated time to surveying the members of the community co-ops and the small business owners. The members were surveyed individually and group co-op surveys were also completed. In total, 15 individual surveys and four co-op group surveys were realized. The Baja Project is currently in the process of evaluating the surveys, identifying the skill-sets that community members would like to develop, and creating a curriculum for the business workshops that will be delivered.

Thus far, most individuals and co-ops have indicated that they would like to receive trainings in bookkeeping, marketing their products, computer use, entering new markets and specialized trainings to improve the quality of their products.

To review the survey questions, please see Appendix II. The full survey results are attached as a separate document. Please note that the Baja Project decided to keep the surveys in Spanish to most accurately capture the responses of the community members. Any of the Baja consultants are available to translate the surveys upon request.

Future Objectives:

Realize a series of three business workshops with community members in order to help them develop their personal business skills and improve their businesses. Workshop topics will include bookkeeping, negotiation techniques, conflict resolution, marketing, product development, women and business, and methods of savings.

C. Aquaculture

Summary of Prior Progress:

As mentioned in the last trip report, the Baja Project team met with Los Callos del Golfo (CG) in order to assess their progress in registering as a formal and legally binding *Sociedad de Producción Rural (SRP)* or Rural Production Society. In November 2010, the initial registration process had been completed and signed by a few members of the group. By the end of February 2011, all members had completed the necessary paperwork. They have also had monthly meetings since our last visit and plan on reconvening at the end of this month again.

Their next step is to submit paperwork for the *Permiso de Acuacultura de Fomento* (Permission for the development of aquaculture) which will require water testing to be conducted by a marine expert.

Trip Objective: Meet with CG aquaculture group to ascertain the group's progress thus far and find out what next steps are required.

The Baja team met with eight of fourteen members of CG to discuss their progress thus far and find where further assistance is needed. The group is now conducting regular monthly meetings and has a number of agenda items they wish to complete before summer.

Their first item is to construct a flupsy which is a barge set out off shore where future cages of scallops and oysters will be placed. The current plan is to construct this 15 foot long, 8 foot deep apparatus to decide whether the design will be able to survive the ocean currents and waves before any cages are actually placed inside. Once tested, cages with weights will be inserted to test the barge with weight, as the new buoyancy will change its behavior in the ocean. They have received a miniature model from the government which they are using as a template for the larger model. Members are also planning small modifications that they believe will be more appropriate to their needs.

The second item is to hire a marine expert to conduct water tests, providing certification to allow the group to file for the aquaculture permit. Currently they have a couple of leads, a professor in Guerrero Negro and Ramon Castellanos, one of the cooperative members and a marine biologist. Because of their desire to conduct tests in the near future, Ramon may not be able to assist as he is currently occupied with other outside projects. However, hiring an outside consultant may be very expensive. Currently, they believe the cooperative will have to pay MX\$5,000 up front. The hope is that this expert will be able to get government funding for the remainder of the work (approximately MX\$70,000) through grants.

The Baja Team offered to continue searching for experts in San Diego (Scripps Institute of Oceanography) and in Ensenada as a backup should the group's initial choices not bear fruit.

The third item necessary before a pilot project can start is to submit the application for the permit to raise scallops and oysters which will require the certificate from the water testing.

Once the permit application is submitted, the group will purchase the seed (200,000) required for the pilot project, planned with the assistance of the Baja Project and Manuel Maldonado from SEDESOL.

Lastly, the group discussed a proposed timeline and items in which the Baja Project may be able to assist. The group believes the initial flupsy will be ready for testing by the end of April. They hope that an expert will also be found by that time and will be able to submit their results by the middle of May. By June, the flupsy will be moved to San Francisquito to protect it from any possible summer storms where further structural testing will be completed. The cooperative appeared to be maintaining the drive witnessed during the Baja Project's visit in December and is becoming even more organized. They have been able to put aside some savings for the materials and costs to hire the marine expert.

Future Objectives:

The Baja team will contact marine researchers to see if there are alternatives to using the cooperative's contact in Guerrero Negro. The team will also contact flupsy manufacturers in the US and Canada to know if there are any specific design issues that will need to be considered further. Finally, the Baja team will get in touch with various seed harvesters to update current prices and report to the cooperative. The team also plans on continuing to work with Manuel Maldonado as well as CG associates to help them complete their formalized request to work in aquaculture as well as specific permits to farm the various species discussed above.

D. Electrification/Solar Panels

Summary of prior progress:

In October 2010, two test solar systems were provided to Carina and Marco Antonio, residents who did not have any previous lighting in their homes. In December 2010, the systems were reviewed for functionality and durability and we gauged the interest of buying solar panels in the rest of the community. Since the interest existed, we worked with Insight Access and Iluméxico to create a budget for the purchase of at least 20 solar panels and then a proposal was submitted to Mr. Jameson to fund a percentage of the panels. In the meantime, Luis helped the Baja Project in gathering a list of the people who were interested in solar panels. The team agreed to charge community members a price of \$55 per panel, allowing for a \$5 installation cost paid to the community member who will take charge of the project.

Additionally, the team was pleased to find in the December 2010 trip that the community had begun testing the government-funded central generator and electric grid. Although no final price had been set, the majority of the community was hooked up to the power polls and was very keen on starting the process.

Trip Objectives: Meet with members of the community to explain the current situation about the 20 solar panels available to the community and complete a lottery to ensure fair distribution. Follow up with those families that did not receive a solar and are still interested in purchasing one and follow up on the progress of the generator.

The Baja Project is pleased to report that the generator is up and running and the community has electricity for 10 hours a day. With the help of Lino, Augustín and Carina, the generator has been running smoothly and supplies of oil and gasoline are stocked. The families the Baja Project spoke to on the first day reported that having electricity has helped them a great deal, especially the fishermen preparing to work early in the morning. Currently, all residents are paying a flat monthly fee (approximately US\$90), though this may change to a consumption-

based rate in the future. Payments have been sufficient to cover gasoline, though some other costs, including oil and filters are collected when necessary.

Prior to arriving in El Barril, the Baja team arranged to meet with potential solar panel installers on Wednesday, April 6th, the day of our arrival. However, the community members who arrived were interested in getting more information about the solar panels and showed little interest in installation. The team decided to have a community meeting the following day to speak with everyone about the panels, choose an installer, and run the lottery to choose the current recipients.

On Thursday, April 7th, the Baja Project held a community meeting regarding the solar panel project. There were approximately 29 families interested in purchasing a solar panel, but since there were only 20 systems available in this current project, we realized a raffle for all 29 families. *The results of this raffle can be seen in Appendix III.* The remaining nine families that did not receive the opportunity to purchase a solar panel are still interested in purchasing one in the future, so Baja Project will continue to work with Iluméxico in order to realize a smaller purchase of solar panels.

The Baja team was very relieved that the residents most in need of the panels had won. Two members were also chosen to perform the installation and a training session was conducted on Friday, April 8th. The two installers will be responsible for installing the twenty solar panels when they arrive later in the month. The two installers volunteered to do the job and will be splitting the work and the salary (\$5/system installed). When the solar panels arrive, recipients will pay Luis directly before the solar panels are installed.

Future Objectives:

The Baja Project will meet with Ilu-Mexico and Insight Access to get pricing for the remaining nine units. The Baja Project hopes to negotiate a deeper discount based on the number of units ordered and the needs of the community. The team will continue to work with the residents of El Barril with any changes in the pricing scheme for the generator and hopes to witness the further benefits provided by the solar panels. Additionally, the team will follow up with the solar panel installers to verify that all twenty systems were installed properly and are receiving adequate maintenance. Finally, the Baja team will follow up with the community in June about the generator usage chart that was distributed on this trip.

E. Health

Summary of Prior Progress:

Prior progress on health and work with the health committee includes the health survey of all residents of El Barril to better understand their health needs. New contacts have been established with UCSD's VIIDAI program and the Division of Global Public Health at UCSD.

Trip Objective: Provide members of the Health Committee with the necessary tools and assistance to offer a sexual education seminar to students in the secondary school. Continue to build relationships with members of the Health Committee to identify ways to improve health in the community.

The Baja Project met with four of the eight committee members on Thursday, April 7th outside of the health clinic to prepare for the workshop in the secondary school. The Baja Project prepared activities and materials for the meeting and asked the committee to decide what would be most appropriate for the workshop in the secondary school. Natalie, Tenille, Amy and Amanda worked one-on-one with members of the committee to help prepare them for the workshop.

During the previous trip the Baja Project learned that the health truck would not return until March, and on this trip the team learned that the truck had indeed visited in March. The team found out that the truck had stayed for three days instead of just a few hours. The committee members said that they had received important supplies such as insulin during the last visit, but they still expressed doubt about the infrequency of the health truck visits. The Baja Project discussed the possibility of expanding the clinic to include a waiting room and adding measures for privacy. It was discussed that women in the community are not having pelvic exams and lack of privacy is a major deterrent.

On Friday, April 8th the Baja Project assisted members of the Health Committee in offering a sexual education workshop for students in the secondary school. Activities included an icebreaker, an exercise on myths vs. facts, how to react to pressure, characteristics of your ideal boyfriend/girlfriend and birth control methods. Health Committee members decided on the specific content and lead elements of the workshop, and the Baja Project assisted with addressing sensitive topics. Overall, the students were engaged and the health committee members thought the students learned from the workshop.

Future Objectives:

Try again to establish communication with the health truck before the June 2011 trip. The team also plans to continue building relationships with the health committee members to empower them to improve the health of the community. The Baja Project also plans to explore ways to improve the community clinic. Another ongoing goal is to continue building a partnership between Baja Project and the Global Health programs at UCSD.

F. Scholarship Program

Summary of Prior Progress:

During the previous trips, scholarship funding disbursements were made to the three recipients: Johnny, Anahi, and (Marceli) Zurisiday. Johnny has two years remaining to complete his *prepa* education in Constitución, Anahi is continuing her secondary school studies, and Zurisiday has enrolled in secondary school in Guerrero where her mother currently lives to be closer to medical services.

Trip Objective: Make the third round of disbursements and collect receipts from all families participating in the scholarship program.

For the April 2011 trip, the Baja Project made the scheduled disbursements to all enrolled students and collected receipts from the parents. The Baja Project was able to discuss academic performance and grades with the parents, but all three students were in school during the time of the disbursements. The Baja Project was able to see Anahí in school during the visit

to the secondary classroom, but Johnny and Zurisiday were away as they attend class outside of El Barril. The Baja Project discussed the school schedule with the parents and is hoping that the timing of the next trip will provide the opportunity to sit down with Anahí, Johnny and Zurisiday to discuss academic progress.

Additionally, the team met Jacob (the new secondary teacher) and worked with Iván (primary) on how the Baja Project can help improve the education system in El Barril. The Baja Project observed that Jacob had adjusted well to the community and that the children were responding to him in the classroom.

Future Objectives:

The Baja Project will continue with the current disbursements of scholarships as scheduled. The opportunity exists to help both the primary and secondary teachers develop English lessons as both expressed interest in having the team present in class. Moreover, neither professor has received workbooks from the government, a fact that makes preparing lessons and assigning homework more difficult. Potential investment could be made in improving English resources, as both professors feel the curriculum both important for long-term success and seriously underfunded in El Barril, compared to their other teaching posts.

G. Preschool/Kindergarten

Summary of Prior Progress:

During the December 2010 trip, it was apparent that the Kinder was under great management and direction with teachers Zaira and Isis. The teachers had prepared booklets of the children's work separated by month and invited the Baja Project group to a small Christmas celebration at the Kinder. Some maintenance such as the door, window lining and latrine were yet to be completed.

In the interim between the December and April trips, Tenille maintained contact with Iván and Zaira about the potential trainings with CONAFE. In early April, after Tenille submitted a proposal for Zaira's travel and lodging during the training, Zaira attended the first CONAFE training in Vizcaino during early April.

Trip Objective: Provide Zaira the \$100 stipend for kindergarten needs and check up on the status of the kinder itself. Follow-up with Zaira about the CONAFE trainings and CONAFE's commitment to the Kinder and to Zaira as a teacher.

On the morning of Thursday, April 7th, Tenille and Natalie visited the Kindergarten to spend time with Zaira and Isis. The kinder, as usual, was orderly with new decorations in the classroom, new toys for the children and a swing set installed outside the classroom. The door has not yet been installed, however, the lining around the windows had been filled and the latrine was in the process of being built. Zaira presented receipts for Kinder materials and the \$100 stipend was provided to Zaira, which will be the last stipend for the academic school year.

Zaira showed Natalie and Tenille the materials she had received at the CONAFE training and expressed her satisfaction of the course she attended and her willingness and interest to continue the training process. Zaira and Iván mentioned that CONAFE was planning a trip to El

Barril in accordance to the Baja Project trip, however representatives of CONAFE never arrived while the Baja Project team was in town. Now that Zaira is receiving training with CONAFE, the kinder will officially be registered with the Department of Education. Upon completion of the next academic year (2011-2012), kindergarten certificates will be presented to the students and CONAFE will provide Zaira with school materials on a monthly basis. During next school year, Zaira will be required to travel to the offices of CONAFE in Vizcaino monthly to receive continued training and pick-up school materials.

Given this new development, it seems that the \$100 quarterly stipend for kinder materials will no longer be needed. However, the situation with Zaira's salary is a bit uncertain. She mentioned that CONAFE only pays their teachers-in-training MX\$800 per month, or the equivalent of \$80 USD. According to Zaira, they pay so little since they are offering her the opportunity to get trained and ultimately (after three years) receive a scholarship to continue studying at a university. However, this salary is obviously not a living salary, so the Baja Project team will continue to work with Zaira and Mr. Jameson to look for other alternatives.

Future Objectives:

In the June 2011 trip, our goal is to evaluate Zaira as a teacher and evaluate the progress of the students and the satisfaction of the parents. We will continue a dialogue with Zaira, CONAFE and Iván about the kindergarten's situation for next academic year and follow up on the status of Zaira's training and salary.

H. Fishing Co-op

Summary of Prior Progress:

Baja Project has a history of working with the fishing co-op. In the last trip, the Baja Project team met with the president and treasurer of the fishing co-op to discuss their current situation and their goals for the future. In this meeting we discovered that the co-op had identified an opportunity to buy an ice truck and had already made an agreement to buy the truck. The treasurer also indicated the co-op's interest in entering new markets with the facility of the ice truck and then eventually in the long-term package and sell their fish for export. We also spoke to them about the disarray of the fish ice house/packaging center, encouraging them to take advantage of this resource.

Trip Objective: Meet with the Fishing Co-op in order to evaluate their progress on the ice truck and on cleaning-up the ice house/packaging center. Encourage expansion of their business and offer help in the process.

This trip was a huge success with the fishing co-op. They bought the ice truck in January and found a buyer in La Paz, Enrique Rocha, where they can get better, fairer prices for their product than in Ensenada or Tijuana. As to date, the ice truck has already made a series of trips to La Paz. During our trip the co-op was in the process of filling the ice truck, which takes between five to seven days to fill. The only drawback is that the freezing system on the truck does not work, so they are currently using ice to keep the fish frozen. When the truck returns from selling fish in La Paz it fills the truck with ice to use throughout the week while collecting fish. The other two trucks from Northern Baja – Juan El Pescador and Mariscos de la Bahia de Ensenada – are still coming to buy fish.

The buyer in La Paz wants the fish de-gutted and pre-cleaned, so the fishermen also dedicate time to cleaning the fish. However, the fisherman do not properly dispose of this fish waste, leaving the waste on the shoreline which attracts dogs, birds and vultures and also creates a horrid stench coming from the beach. If they continue to dispose of the fish waste in this manner it could become a health risk and degrade the quality and beauty of the beach and water along the shore.

The fish house/packaging center has been cleaned up and it appears that they are maintaining the facilities. The doors had been replaced, the packaging room was clean and the freezer was also clean albeit a lingering smell of fish. The fishing co-op realizes the resource they have in the icehouse and would like to start re-using the facility once they build enough capital.

Two other items deserve mention. First, there was an incidence of robbery about one month ago. Three motors and a boat-full of fishing cages were stolen. The offenders realized the robbery via water during the middle of the night. In response to this occurrence, the board of the fishing co-op has assigned a person to be responsible for having a night watch in place in which the members of the co-op rotate each evening in keeping watch of the beach. Lastly, the fishing co-op currently received assistance from the government to buy new motors. The government is paying about 60% of the bill and the co-op and its members are responsible for paying MX\$5,000 per motor per month for one year.

Future Objectives:

Continue a dialogue between Baja Project and the Fishing Co-op. The team plans to include the members of the Fishing Co-op, especially the board members, in the business workshops that will be taking place over the course of this year. Additionally, plans have been made to address the problem of the disposal of fish waste and present disposal alternatives and follow-up on the status of the fish house and the ice truck.

I. Community Garden

Summary of Prior Progress:

In the trip in December 2010, the team met with Iván (the primary school teacher) and Facundo to discuss future steps to improve the garden. In January 2011, following our visit, Iván travelled to San Quintin to purchase tools and seeds to begin work on the garden. With the assistance of Facundo, Antonio (fisherman) and a few students, they planted seeds to test which varieties grow better under certain conditions. In March, Iván sent photos of the garden showing initial growth along the newly planted rows.

Trip Objectives: The team hoped to speak with Iván and Facundo to follow up on their progress and see if any help was required.

On the first day in town, the team stopped in the garden to see if the plants were still growing as shown in the photos. To everyone's very pleasant surprise, the garden appeared to be in better condition than on any of the previous visits. An entire row of corn and watermelon, as well as a number of rows of green onions, beets, and squash were present, all growing well.

After taking some photos, the Baja team met with Iván at the church. Iván mentioned that some of the vegetables had already been harvested and used by the community. He explained that most of the current plants were still being tested, with some growing better than others. He plans on working with Antonio to find the best combination of vegetables to grow in the very arid ground, possibly harvesting different crops in different seasons. Iván also showed us another small garden at the primary school which he had made with the students to provide vegetables for lunch. After congratulatory remarks for this amazing champion, a meeting was set on Friday morning to take the first grade students for some work in the garden.

On our third day, the Baja team met with Iván and his students to work in the garden. Facundo, as well as Antonio and Augustín (in charge of water and electricity) joined us soon after and worked with the students to remove weeds and replant some rows of green onion. Antonio mentioned that he has had a great deal of prior experience working in large farms in southern Baja and was very happy to help champion the community garden. The Baja team believes that his deep knowledge of farming will be an incredible asset and greatly increases the probability of sustaining the area.

While all four men are still eager to grow enough product to eventually sell it to the community, the current focus seems to be on improving the irrigation system, protecting the plants from weeds and animals and harvesting the best combination of vegetables. The Baja team was extremely pleased to find that the garden was in great hands and that Antonio was willing and interested in being its new champion.

Before leaving, the Baja consultants spoke with Antonio to see if any assistance was required in purchasing seeds or materials. At the time, he did not have any specific requests but he was assured that the team would maintain contact through Luis and Iván and would be happy to help in any way.

Future Objectives:

The Baja Project team will continue to stay in touch with Iván and support the group in any way necessary to revive the garden to what it once was. The team will also continue to request updates and photos, hoping to see continued progress when returning in June.

J. Women's Co-ops

Summary of Prior Progress:

Progress had been slow with the Women's Co-ops AMBAR and Mar Azul. Both had been inactive on and off due to problems with group cohesiveness and resource scarcity. During the December 2010 trip, AMBAR, led by Claudia, started working again. They have been working since with hopes of saving enough to purchase electricity for their new shop in El Barril. Currently, they use electricity from Claudia's house to power the machinery. Claudia requested help from the Baja Project during the next trip to make a catalog of her products because CONANP suggested she make one to pass out to retailers.

Mar Azul, led by Lupita, wasn't active. They had requested another workshop from CONANP in order to learn how to make jewelry with silver. It would cost their group 12,000 pesos.

Trip Objectives: Collect more info on both groups. The Baja Project wanted to see what their needs were by performing a needs assessment on both groups. The team plans on offering micro-entrepreneurial workshops over the next year but wanted to find out what financial education they already had and what financial education they were interested in acquiring.

As is discussed in the Business Survey Section, surveys were collected for both women's cooperatives. Both were very cooperative in answering the survey questions. AMBAR and Mar Azul are interested in attending workshops on marketing, accounting, administration and buyer-seller negotiations. They seemed invigorated by the opportunity, although neither group had much prior training in any of those areas. CONANP, a government organization, has provided various artisanal workshops to the community in order to develop sources of work and income other than fishing so that the Sea of Cortez isn't over fished. From these workshops, women in both cooperatives have learned how to make jewelry from shells, lamps from dead wood, purses from trash and ceviche from fish. However, CONANP hasn't provided business management workshops so that these new business endeavors have been inefficient to say the least.

The Baja Project also completed AMBAR's catalog and demonstrated to Claudia how to use Microsoft Publisher on her computer to create another catalog if she desired to do this in the future.

Mar Azul was still waiting for a reply from CONANP as to whether they would be approved for the silver jewelry workshop. They are still inactive due to a lack of resources. They just had a store built with financial help from Desarrollo Social, however, they don't have a water perforator machine that makes cutting shells easier. The current machine they have has caused respiratory problems with some of the women forcing them to stop producing jewelry.

Please note that the catalog has been attached as a separate document.

Future Objectives:

Baja Project will continue to work with both women's groups as well as Ofelia, who makes purses from recycled materials, to develop their businesses so they can reach markets outside of the community and be able to have negotiating power. The team will be planning the micro-entrepreneurial educational curriculum over the coming months so that two days can be dedicated to financial literacy and specific issues confronting women in business can be addressed.

K. Telecommunications

Summary of Prior Progress:

After realizing that the community's inability to communicate via telephone or internet from El Barril was impeding their access to markets, Baja Project consultants decided to research communications options during the December 2010 trip. Since the community has a communal water system and now electrical system, it seems more feasible to solicit help from programs such as Qualcomm's Wireless Reach. Additionally, Lino, the community's President, and the community expressed a need for communications technology at the December 2010 meeting.. Amy reached out to Lila and Professor Diaz-Cayeros, who both had contacts in the Mexican

Ministry of Communications, but neither could successfully connect her with their contacts. The group met an IR/PS alumnus who is working at Qualcomm and was promoting Wireless Reach at the Clinton Global Initiative University.

Trip Objectives: Obtain information regarding the Mexican telecommunications policies before soliciting help from non-Mexican companies. The Baja Project wanted to talk to Luis and Lino because they seemed to be the most informed in the community.

Luis and Lino told the Baja Project that Rancho Piedras Negras just received equipment from a government entity from Catavina and now has internet and phone access. Because of this progress it is easier for the government entity to connect El Barril to internet and phone access through the connection made at Rancho Piedras Negras. El Barril would need the consent of the owners of Rancho Piedras Negras first. However, the owner is Luis's cousin, so he doesn't foresee this as being a problem. Luis has a contact at the Catavina government agency who has said that they are interested in giving El Barril access to internet and phone, however, it would take at least six months for the project to start. El Barril could do what Rancho Piedras Negras did, which was front the money to start the project right away and get re-imbursed after the completion of the project. In order to do this, El Barril would have to come up with significant funds. The Desarrollo Social visited the town on Tuesday, April 12th to find out what projects were in need of assistance in the town. Capital to start phone and internet access immediately was mentioned as El Barril's top priority. Luis will write the Baja Project with details as to the outcome of the meeting with Desarrollo Social. Luis is confident that if El Barril didn't get the money from Desarrollo Social for the immediate access to telecommunications, they would still get it, but it would take longer.

Future Objectives:

Baja Project will continue to reach out to Qualcomm to learn more about ways they can help in El Barril. The team will wait and see what Luis has to say from the meeting with Desarrollo Social. Further, the Baja Project will continue to seek out Mexican officials who can provide consultation on what options El Barril has in order to get access to phone and internet.

V. CONCLUSIONS

The April 2011 trip to El Barril was a success. The first and second year students worked together to ensure a seamless transition and continued progress in the community. The team was pleased to see great progress with the fishing co-op, community garden, electrification and other ongoing projects. The Baja Project was able to conduct a needs assessment for the small businesses and cooperatives in the community and was very pleased with the overall productivity of the trip.

As previously stated, the aquaculture and fishing groups continue to have great success. The aquaculture group has been holding regular monthly meetings and has organized a timeline of tasks to complete before the summer. The fishing co-op purchased an ice truck in January and is now getting better prices for their product.

Furthermore, the community is now working with a functioning generator that provides electricity for 10 hours a day and 20 solar panels are in the process of being distributed to community

members. The Baja Project is maintaining its relationship with Iluméxico with the goal of having solar panels for all interested community members.

Additionally, educational projects are moving along in the community. The kindergarten continues to be a great success with a structured environment with highly capable teachers. The main teacher, Zaira, recently received her first CONAFE training and reported being pleased with the experience. The secondary school has also benefited from a new teacher who interacts well with the children. The scholarship program continues to be appreciated by the recipients and their families and helps to promote the importance of education in the community.

The Baja Project helped the Health Committee to implement a sexual education workshop in the secondary school and spent time discussing the overall healthcare needs of the community. All agreed that the clinic would benefit from enhanced privacy and that implementing more preventive screenings (like annual exams for women) would add to the health of the community.

The Women's cooperatives were excited about the prospect of learning about marketing, accounting, negotiations and business administration. The Baja Project also aided AMBAR's leader, Claudia, in creating a catalog for the cooperative's products. The cooperatives and community as a whole will also be served by new efforts to bring telecommunications to El Barril.

Finally, the community garden marked another positive development for the community. The Baja Project was pleased to learn that some of the vegetables had already been harvested by the community and that many plants were being tested to learn the best combination for growth in an arid environment. The team was also encouraged to learn that Antonio had a great deal of previous experience working in large farms and was interested in helping champion the community garden. The trip also provided an opportunity for the Baja Project and primary school kids to work side by side in the garden.

In conclusion, this trip was a very busy and productive. The Baja Project was pleased with the progress the community has made on their own between trips, and the team looks forward to future collaborations with the community on a variety of projects. Overall, the community was very thankful for the service of the second year students and looks forward to further building the relationship with the Baja Project.

Appendix I: Pictures



The team before takeoff



The new fishing co-op truck



Community garden progress and a project with the primary school



A visit to Kinder



Preparing the Health Committee to present



The solar panel training



The aquaculture model

Appendix II: Co-op Business Surveys

Introducción:

Me llamo.....

Gracias por tomar su tiempo en reunirse con nosotros. Proyecto Baja está haciendo un cuestionario con los miembros de la comunidad que tienen un negocio o participan en una cooperativa. El propósito del cuestionario es para acumular información para ver si hay interés en la comunidad para participar en una serie de talleres de administración y mejoramiento de los negocios/cooperativas en El Barril. El cuestionario tiene una variedad de preguntas sobre sus experiencias de negocio y cuáles son sus necesidades. Sus respuestas serían confidenciales.

Individual Questions:

Background Questions

- 1) ¿Cuál es tu principal fuente de ingreso? Otros fuentes? ¿Cuánto es su ingreso mensual?
- 2) ¿Anotas tus ingresos y gastos mensuales de la casa? (Mostrar)
- 3) ¿Practicas algún método de ahorro? ¿Cuál? ¿Por qué ahorras?

Financial Capability Questions

- 1) ¿Sabes cómo manejar una computadora? ¿Cómo aprendiste? ¿Cuales programas en la computadora se puede manejar? (Demonstrar)
- 2) ¿Tienes experiencia en contabilidad o como tesorero de una organización cuando llevaste cuentas del dinero? Explique el método.
- 3) ¿Tienes experiencia en la administración de un negocio, una cooperativa, proyecto de la comunidad, etc? ¿Cuál fue tu papel? ¿Cómo hiciste para exitosamente desempeñar su trabajo?
- 4) ¿Tienes experiencia en la publicidad o promoción de productos? ¿Qué harías para promocionar/comercializar un producto?

Training Questions

- 1) ¿Hasta qué grado estudiaste?
- 2) ¿Qué tipos de capacitaciones has recibido en el pasado?
 - a) ¿Dónde? ¿Cuándo? ¿Qué fue el tema?
 - b) ¿Quién impartió estas capacitaciones?
 - c) ¿Buscaste la capacitación o fue recibido aquí en la comunidad?
 - d) ¿Por recibir una capacitación has pagado cursos?
 - e) ¿Qué aprendiste en estas capacitaciones?
 - f) ¿En que te ayudaron estas capacitaciones?
- 3) ¿Qué destrezas adicionales te gustaría conseguir/aprender?
- 4) ¿Piensas que hay un beneficio en recibir capacitaciones? ¿Cuál?

Co-op Questions:

Finance Questions

- 1) ¿Cómo llevan la cuenta de la co-op/negocio? ¿Tienen los records financieras?
- 2) ¿Quién es el tesorero? ¿Ha sido capacitado?
- 3) ¿Tiene ahorro la co-op/negocio? Si tienen un ahorro, ¿Cuál es el método?
- 4) ¿Conocen oportunidades del gobierno o de ONGs para dueños de micro-empresas o co-ops? GIVE AN EXAMPLE
- 5) Actualmente, ¿qué sabe de las regulaciones, impuestos y sistema de permisos para su organización?
- 6) ¿Qué tipos de materiales/capacitación, etc se necesita su negocio para mejorar?
- 7) Actualmente, ¿cómo financian su negocio?
- 8) ¿Cómo financiaría la compra de nuevos materiales y maquinaria? (Ejemplos: lanchas, motores, máquina para cortar las conchas, máquina de coser, etc)

Business Questions

- 1) ¿Cuándo empezó la cooperativa? ¿Ha funcionado sin falta desde el principio?
- 2) ¿Su organización tiene una directiva? ¿Quiénes son?
- 3) ¿Cuántos miembros hay en la co-op/negocio?
- 4) ¿Algunos de los miembros tiene habilidades especiales? (como técnico, etc)
- 5) ¿Actualmente, cuales son los productos que ofrece su negocio/co-op?
- 6) ¿Cómo crees que se podría mejorar sus productos?
- 7) Actualmente, ¿quién y cómo es su clientela?
- 8) En el futuro, ¿su clientela cambiará?
- 9) ¿Actualmente, están promocionando sus productos? ¿Cómo? ¿Dónde? ¿A quiénes?
- 10) Para un crecimiento en el futuro, ¿cómo crees que se podría mejorar la promoción y comercialización de los productos? ¿Dónde?
- 11) ¿Qué tipos de desafíos o retos tienen en la comercialización y venta de sus productos?
- 12) ¿Qué tipos de desafíos crees que podrías encontrar en intentar de vender su productos en nuevos mercados? (nuevos lugares, a diferente personas)
- 13) ¿Tienes experiencia con compradores? Explique.
- 14) ¿Cuáles son los desafíos que tiene su negocio en entrar en nuevos mercados o en un mercado en un lugar específico, como Ensenada, etc?

Training Questions

- 1) ¿Qué tipos de capacitaciones ha recibido la co-op?
- 2) ¿Quién impartió estas capacitaciones?
- 3) ¿Quiénes que recibieron estas capacitaciones están todavía activos en la co-op?
- 4) ¿Cuáles son las tres principales problemas que tiene su organización?
- 5) ¿Cómo crees que se podría remediar estos problemas?
- 6) ¿Qué crees que sea necesario para fortalecer y mejorar el negocio?
- 7) ¿Qué tipos de capacitaciones serían útiles para la co-op?

Appendix III: Solar Panel Raffle Results

Will receive:

1. Antonio Sander
2. Mingo / Rosa Flor
3. Delfino / Claudia
4. Nicolasa / Javier
5. Facundo
6. Agustin
7. Fermin
8. Rigo / Elena
9. Martin / Alejandra
10. Maricela
11. Beto
12. Juan Alberto / Yesenia
13. Lino / Chuy
14. Martin Orlando
15. Ernesto / Chela
16. Nicolasa
17. Lupe Aguilar
18. Carlos / Emilia
19. Lupe Castro / Juan Carlos
20. Chico Castro

Pending interest:

1. Beto Castro
2. Lupe Cardero / Ofelia
3. Argelia / Jose
4. Tochy / Isis
5. Manuel Aguilar
6. Gonzalo / Gregoria
7. Marciel / Zaira
8. Antonio Aguilar
9. Jibran Alberto Aguilar

Appendix IV: Exit Interviews

Interview #1: Tenille Beseda

What did you enjoy most?

Being in the community and getting to know the members of the community. Spending time with community members, especially with Zaira and seeing her progress in the Kinder.

What was your biggest challenge?

The difference between working as an individual as a Peace Corps Volunteer and working in a team; work styles and differences in opinion of how things should be done/implemented. The fact that we are only here for four days every few months and the communication in between trips is too infrequent creates a huge obstacle.

How were you most successful at building relationships within the community?

During the June trip when they did surveys and met with families one-on-one. This is also the same time when most Kinder organization was going on. When I took the initiative to do the Kinder project and got others involved. This project included a lot of community involvement. Also did community mapping during the June trip, so I got to know people better and where they live.

What changes would you recommend for the Baja Project? Or, what changes did you make that you would recommend we keep?

A way to keep track of projects implemented by Baja Project so that all incoming and future Baja Project groups know what's been done so as not to repeat the same things over and over again. Also a way to keep panel data going from their June survey so that the different BP groups can continue compiling data and comparing how things change overtime.

What should we look for in a team and individuals?

It's easier to look for people on an individual level but it's important to think about how people will work together in a group. Make sure Spanish level is manageable to work well in the community. It's not necessary to only have Development Track. Ability to be flexible especially when working in groups. Doing the interviews earlier in the quarter; also having new members write down their goals and what they would like to accomplish – individual and community. Make time for interview and decision process.

Did you achieve some of your original goals and what were some of the elements of your success?

I didn't really have any goals as far as the community since I didn't know what to expect when first coming here. Personal goals: being able to use experience in the field to help with experience in the classroom and vice versa. I feel that the Kinder was a success and the true test will be how the students are better prepared to enter primaria.

What are good Metrics for measuring our success based on your experience?

Think about what we want to accomplish and keep those goals in mind while we continue working and then reflect back on them when you finish Baja Project. There has been a lot of progress in the community but it is impossible to quantify these changes and how much BP has helped to bring about these changes.

What do you think the goals of the Baja Project are, in a general sense?

To make El Barril a sustainable community in the sense that they can be here as long as they want and have the resources to do so. To help improve their quality of life whether through health, workshops to help generate more income, aquaculture co-op. Gives IRPS students the real life experience and how to keep the interests of the investors/donors in mind. Good juncture between IRPS and real life.

What do you think are the biggest opportunities for us next year?

Aquaculture – helping them along with the process;

Business Workshops – see them take advantage of the information gained;

Telecommunications – internet/telephone available in Piedra Blanca;

Health – continue to have the health committee give trainings in the secondary school; figuring out some way to get women to take their medical exams when the truck is here;

Electricity – they need to figure out what works best for the community logistically and economically;

Latrines (?) – find out how many people actually have latrines and look at potential for latrine project, especially composting latrines

How do you feel that your involvement in Baja Project has impacted your professional development, career options, job search, etc...

The Kinder proposal was a good tool to learn how to do proposal writing and budgeting; learning how to work in a team successfully and knowing that teamwork is more likely than individual work in the real world job situation; working with a specific donor and having their involvement and input in the process.

Interview #2: Peter Nagle

What did you enjoy most?

The camaraderie, close knit group and ability to work in such close proximity with friends/colleagues. I came to Baja Project more as a volunteer rather than to get the development experience since I don't want to go into the development field. This experience has been the most community involvement that I have been involved with – I really liked that part.

What was your biggest challenge?

Spanish skills, especially spoken. The isolation and poverty of the community were not as difficult as the language barrier. Keeping on task especially while in school – trying to balance school commitments, work and Baja Project all at the same time and sometimes putting BP activities on the back burner because of that.

How were you most successful at building relationships within the community?

Coming in with an open mind, trying to relate to everyone on a familiar level and not having first impressions. Not trying to push personal, BP or Jameson agendas but really seeing what the community wanted and needed. It's important to see eye to eye with the community and take their priorities into account, which means sometimes throwing out your own agenda. The

community meeting in December trip was most important in order to connect to the community and really see what they wanted to do.

What do you think are the biggest opportunities for us next year?

Aquaculture – there has been some serious advancement there

Kinder – not much more work other than maintaining the Kinder

Women’s Health Committee – continue helping the women to give presentations to the youth and on other topics; helping the committee to better understand how they can help their community; better equipping the committee members to help

Communications - trying to work for better communications especially for the prospect and advancement that will offer the co-ops; this will be difficult but some leg work can be made that can then be continued on with other Baja Project groups

What do you think the goals of the Baja Project are, in a general sense?

Getting people without development experience to see how the other half live. To improve the living situation in El Barril, but this change is limited since we have such little time in the field. It is a consulting experience that gives students, especially those without development or field experience, an opportunity to work in the community and get real life experience of designing, organizing and seeing a project through to the end and measuring its success.

Did you achieve some of your original goals and what were some of the elements of your success?

I didn’t really have any predisposed goals because I came down with an open mind since I had no idea of what the situation of the community would be like. My goals were to dedicate my time and energy to the betterment of the community. Drawback of not being able to truly, quantify results of their work. I really captured the health surveys and set-up the layout of those surveys. I met with professors and Mexican students to truly make the survey successful.

What should we look for in a team and individuals?

Individuals: people who are committed to the project; the time, energy and desire to be involved in the community whether it is in El Barril or while in San Diego; someone who is self-motivated and independent so you don’t have to keep people on task; creative; people who would work well in teams

Team: when you pick individuals well the team positions fall into place; if all are motivated then it makes the group dynamic a lot better

Not necessarily chose new members based on their interests but based on the thought and effort that they put in the application and interview process.

What changes would you recommend for the Baja Project? Or, what changes did you make that you would recommend we keep?

#1 The Community Meeting in December Trip: good way to introduce the first years, get to know the community, see what their needs are and see how projects are coming along or where previous groups have kind of failed or faltered. Also building the trust and a relationship with the community – serving them food and hosting them instead of vice versa.

#2: Improved communication with the community while we’re in San Diego, between trips. Also, having people who have their number one priority Baja Project; it cannot be mandated or

required but try to find first years who will be dedicated to Baja Project and keep up with the work.

#3: Have a general idea of what Jameson is willing to give as far as a budget for small projects, meetings, etc. Create a small project fund, or discretionary fund which would allow us to judge which projects are priority and need money right away; allow us to truly judge the opportunity costs of each small project; having to work within some sort of constraint makes it easier to make decisions that are sound and responsible.

How do you feel that your involvement in Baja Project has impacted your professional development, career options, job search, etc...

The jobs I'm interested in are not development related but they are project management positions, knowing how to manage a project and how to creatively create a project, measure and weight the implications of these projects (better or worse for community); know why you're making decisions and who they will be affecting. You see a problem and you are really able to understand it, study it and create solutions to that problem – an experience that is not readily available in the classroom. Especially in IRPS there are no other opportunities to have such free range and opportunity to problem solve on a personal level.

What are good Metrics for measuring our success based on your experience?

I would measure success as hours spent in the community versus hours spent in La Mancha. Even if we are in the community just chatting about how people's days are going or how their children are, it is better than spending time in La Mancha or researching about a specific project.

So far there is little collected data to be able to evaluate the effectiveness of Baja Project, but we should continue to collect data, yearly surveys, in order to measure success quantitatively. Also future generations of Baja Project will be able to see if certain aspects of BP like entrepreneurial workshops, Kinder, etc, have worked.

The surveys should be done yearly in order to get to know the community better, spend time with community members and also to collect panel data that could then be used to track general changes overtime.

Interview #3: Jarrod Russel

What did you enjoy most?

I enjoyed my group members, the team atmosphere both with Baja Project consultants and with community members. I enjoyed working in a team with the other members to be able to problem solve.

What was your biggest challenge?

My biggest challenge was taking on too much in general with school, Baja Project and other activities. I concentrated most of my time on Baja Project, which sometimes hurt my grades and involvement in other student groups like Net Impact.

How were you most successful at building relationships within the community?

I had an advantage because I had been in the community before coming with Baja Project. But also I really wanted to get to know people before actually starting any projects. I didn't want to take any specific project too seriously, but really wanted to get to know the people of the

community and the people I was working with; in that way you can really gain the respect of the community members.

What changes would you recommend for the Baja Project? Or, what changes did you make that you would recommend we keep?

I would recommend a type of budget restraint especially when it comes to the smaller projects. Jameson should encourage us to dream big and he does so by not putting budget constraints, but budgets constraints can help the group to be more efficient.

Amount of time spent in the community – it would be more beneficial to be in the community more time but with the nature of our masters program it seems improbable to come more than we do. But in order to really feel a part of the community and see advances being made, one would have to spend more time in the community.

Annual community meetings in the December trip should continue to be implemented. Also working with the health committee and the main community leaders would be good.

What should we look for in a team and individuals?

At the end of the day you are looking for the ingredients of the group that will complement each other, especially **commitment to a cause** since this work is volunteer based and we are not paid even though it is a serious added stress. Also, the ability to lighten up the mood and have enthusiasm in a certain theme or subject. Also for the group, likability is a main factor to be sure that the different members get along and can work together. Also gender does matter to some extent since it is a fishing village so it probably wouldn't be as productive to have all females or all males. Also, there needs to be diversification among the different members of the group.

Even with a majority female group right now, engage with the men of the community and try to break down those gender barriers.

Did you achieve some of your original goals and what were some of the elements of your success?

I was hoping to have a pilot project for aquaculture already in place by the end of my time, so I feel that I didn't succeed in that sense but I also feel happy with the advancements that have been made on the aquaculture front. I recommend always taking risk when deciding whether or not to support a specific project.

With the fishing co-op, I feel like I helped in the strengthening of the relationship between BP and the fishing co-op.

Even though I had visited the community before, I didn't come with preconceived notions since I didn't know what the needs of the community were. But once I saw the needs of the community I was able to create some realistic goals especially with aquaculture.

What are good Metrics for measuring our success based on your experience?

First: have we improved or decreased the trust of the community – do we have the buy-in and participation of the community.

Second: government buy-in – are we involving the local/federal government in the process

Third: Jameson's support – is he supporting, hesitant or resistant in funding certain projects

Fourth: Has any certain project helped the actual livelihood or betterment of the lives of the community members – something tangible

What do you think the goals of the Baja Project are, in a general sense?

The goal of Baja Project is to establish a relationship with the community amidst a continually changing group. Also, the ability to instill and pass down information from generation to generation of Baja Project consultants so that projects or activities are not repeated. Pass on knowledge between BP groups and be in touch with the community.

What do you think are the biggest opportunities for us next year?

- a) Pilot Project for Aquaculture
- b) Market Design for the Fish Truck
- c) Farmers Markets or something like that for the goods that are made by the various co-ops
- d) Health Clinic expansion with help of Mr. Jameson
- e) Telecommunications – this area is worth the effort but is so difficult that you may not see on the ground results but will at least be worth advancing so that the groups that come can continue working in this area

How do you feel that your involvement in Baja Project has impacted your professional development, career options, job search, etc...

Having to sit in regular meetings and regularly participating in the planning and organizing of projects/activities

BP gives you more confidence in what you do and how you approach new projects; Baja Project also allows you to refine your creative vision of how things could potentially be if financing were not an issue. Gaining new Spanish skills and public speaking.

Gaining real world experience and how your individual positions within Baja Project have allowed you to gain new skills;

Interview #4: Casey O'toole

What did you enjoy most?

The people in the community were the most important element of the project. They were really nice, inspiring people. I enjoyed making connections and going to help them and not ourselves. It was nice to get our hands dirty, working in the garden and doing the community assessment & getting down to a level where not used to being (where we are not in school).

What was your biggest challenge?

The time constraint and the nature of the trips can affect personal relationships. This is a demanding position & is energy and time consuming. This is an important message to relay to the new candidates.

How were you most successful at building relationships within the community?

Being a non-threatening person. Joking around and laughing & being more fun than business helped me build the relationships that allowed me to get down to business.

What changes would you recommend for the Baja Project? Or, what changes did you make that you would recommend we keep?

You need a head person for each project. Initially, I was a little lost not knowing where I fit in, but then I adopted the fishing co-op. It is important to have a leadership role on a project that

you really enjoy. I would recommend making capacity building changes as they are most beneficial.

What should we look for in a team and individuals?

Group dynamic. You need a leader and it's important to have stronger & softer personalities. It's important to have one strong male figure to work with the males in the community. Beyond that, I would look for someone who has leadership qualities and will be respectful for each other & the others' competence.

Did you achieve some of your original goals and what were some of the elements of your success?

My goal was to see if development was what I wanted to do & get hands on experience. It has helped me with my career in that I am working for a nonprofit now. I enjoyed the community work and am proud of the fishing cooperative. We talked to the directors about marketing & eventually they trusted the fact that we could help them. We reduced their idea of risk.

What are good Metrics for measuring our success based on your experience?

It would be great to elaborate on our panel data set to have more information about their overall health & educational conditions. It would be a good idea to keep it as an annual survey. You could tailor it as you need, but it is important to know the state of health each year.

What do you think the goals of the Baja Project are, in a general sense?

To help them do things that they didn't realize they could do for themselves. It's all about capacity building and reducing the fear of taking big steps. It's always intimidating when you have limited resources and don't know if others will follow along in a small community.

What do you think are the biggest opportunities for us next year?

To get the fish into the US. Secondly, aquaculture. I'm worried about sustainable income in the community. (Regarding feasibility of getting fish into the US market) They get the same price no matter what they do now. It would be great if we could provide them with the incentive to do it differently.

How do you feel that your involvement in Baja Project has impacted your professional development, career options, job search, etc...

It has helped it out immensely. I went in with the idea of helping the community, but it really has helped me more than it has helped them. My job at the San Diego foundation came from a former Baja Project co-director. It has opened up more connections and given me more experience.

Other

I did two projects in school that related to Baja Project. In Doing Business in Latin America, I created a business plan about the fishing co-op and I considered doing one for my NGOs class too. There are a lot of classes that you could use Baja for.