



Chapter 7

The Mexican Experience

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The first Field Workshops in the **Lacandona Forest (Chiapas)**

Mexico came to know about de Moraes and the Organization Workshops almost by accident, when their originator, Clodomir Santos de Moraes' contract with the UN, at the end of 1976, could not be renewed, and because he was unable to go back to Brazil, because of his exile status. He came therefore to Mexico at the invitation of CECODES (Centre for Ecology and Development). The first Experimental Workshop (as it then still was called) for the formation of organizational cadres took place in the 'New Ejidal² Population Centre'(NCPE)

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² *Ejido*: Mexican term, meaning Land held and cultivated in common.

of '*Velasco Suárez*', Municipality of Ocosingo, Selva Lacandona, Chiapas, from 18 February and 18 March 1977. The formal closure took place in the presence of Clodomir Santos de Morais on the 11th of June of the same year. The new Settlement was created in a desperate attempt on the part of the State Government to relieve the strong pressure being exerted on the land by the new peasant movement in the high Chiapas. The majority of the new settlers were of '*Tzeltal*' extraction, known for their long history of struggle for land. At the time of the Workshop, there were 800 '*Ejido*' settlers. Together with their families this made for a population of approximately 5,000. 400 hectares of the settlement were set aside for collective exploitation. The Workshop in '*Velasco Suárez*' followed the usual pattern of the '*Field*'-type workshop (FOW). The commissions which emerged from the introductory processes of the workshop concentrated on Health, Production, Communication and Education activities. The courses requested were in car mechanics, typing, first aid, woodwork, forestry, accountancy, lime production, rural journalism, baking and cooking. One of the important outcomes of the workshop was the construction of a 'People's House', large enough to hold all the heads of household of the NCPE and entirely constructed by the community itself. Other achievements were: a Spanish-Tzeltal newspaper, printed with appropriate technology; the renovation and repair of the Tumbo-Velasco-Suárez road and the acquisition of two pick-up trucks for collective use by the community.

The 28 thousand Peso grant (\$4,000) from the 'Economic and Social Development Institute for Indigenous Mexicans' (DESMI) was used to finance the launching of different projects, such as the Bakery project and the construction of a 5-ton lime oven, which later was sold cheaply to the settlers of NCPE. During the capacitating event a Goods and Services Production Enterprise called '*Benito Juárez*' was founded with Nicolas Bolom as its first president. Perhaps the most important aspect of this mass capacitation experience and which more fully casts into relief the full extent of its original objectives is that a number of persons who passed through the '*Velasco Suárez*' capacitation event at a later stage became the coordinators of three other Field Workshops which took place both Velasco and in '*Nueva Palestina*', in the lacandona forest area proper and on the basis of which the membership organizations '*Emiliano Zapata*', '*Lazaro Cárdenas*' and '*Francisco Villa*' were set up.

The Organization Field Workshop of *Tampaón San Luís Potosí*

Tampaón is in the Gulf region of Potosí, a region dominated by shrubland

vegetation and with a rainy tropical climate. One of the most salient features of this coastal region area of the Gulf of Mexico is its enormous hydrological potential, as thousands of millions of cubic metres of green turquoise water pass through the plain where the rivers Pujal, Coy and Tampaón join with the Moctezuma to form the Pánuco river which, unfortunately, carries this enormous hydrological resource straight to the Gulf of Mexico, without bringing any significant benefit to the agricultural and cattle ranging industries of the region, for lack of hydrological infrastructure. Until the end of the eighties beef cattle was the predominant industry, which, as a widespread practice, was not only predatory and never was actually profitable, either, because inherently incapable of harmoniously integrating the region. Unprecedented rural and urban unemployment and underemployment were the hallmark of this region. Most affected by this unchecked growth of the industry were the *Tenek*, *Nahuatl* and *Pamé* ethnic groups which, since the time of colonisation, were forced to seek refuge in the wooded hill areas of the Potosí watershed. It was the marginalized and socially excluded status of this sector which made it into the trigger region which was to play a leading role in the most important agrarian struggles which took place in this region. This struggle for land culminated in the formation of the so-called '*Land and Freedom*' Camp of 1974. It was a movement which was subjected to strong repressive measures on the part of the paramilitaries operating on behalf of the large Estate owners of the region. July 1975 marked its terminal decline with the murder of its leader, Eusebio García '*Chevo*'. No sooner had the independent peasant organization been beheaded, then the government, both state and federal, embarked on a strategy aimed at the creation of different semi official organizations which were willing to collaborate, from a 'no-contest', institutional position, in the execution of a number of agrarian reform and development plans. It was in this context also that the Organizations 'Populations in Needing Land in the Potosi Bay Valley', in the beginnings of the 80's and the "Alliance of Peasant Producers of the Potosi Bay', in 1991 were set up. Both Institutions formed part of the national 'Campesino Central Office'(CNC).

Traditional large scale cattle farmers of the Bay of Mexico, such as Gonzalo N. Santos, had, by the seventies, become a huge obstacle to the economic and political modernization of the region. The Federal Government, through its Secretariat for Agrarian Reform, embarked therefore, in 1976, on a series of massive land expropriations. Not only were they indemnified but they were also allowed to hang on to important pieces of land provided they complied with the 'small cattle range' provisions of the law. Around the same time, as part of the National Hydrological Plan, the Agricultural and Water Resources Secretariat

(SAHR) put its weight behind the *Wet Tropics Integrated Rural Development Project* (PRODERITH) set up by Dr Clodomir Santos de Moraes, who, by then, had been appointed National Director of the FAO-UNDP Mexican Project '74/006'. It was the intention, to launch, with the financial support of the World Bank, the most ambitious irrigation project seen in recent times, which the damming off of the rivers Pujal, Coy and Tampaón, so as to form an enormous water catchment. The project also included the refurbishment of old canals, roads and other hydrological works, which would convert the Bay area of Potosi in an agro industrial region of international significance.

The new '*Ejido*' (Common Land) Population Settlements (NCPE's), such as Tampaón, was part of an overall effort to push public landownership from 18,3% to 78,2%, leaving 21,8% of the remainder to small landholding occupation. The '*Ejido*' Settlement population was made up to a great extent of racially mixed (mestizo) people from the different urban centres. They therefore only partly integrated with the indigenous *Tenek* and *Nahuatl* peasants of the region. In effect, two indigenous groups in the region refused point blank to join, due to their forbidding them to abandon the land of their ancestors. They entertained the hope, however, that some of the Settlement area would be established as near as possible to their communities, as they always had advocated.

In Stage I of the project the Federal Government put hydrological infrastructure, rural credit, modern machinery and equipment at the disposal of the new *Ejido* inhabitants. The intention was to create the material conditions for the emergence of a new type of *Ejido* farmer, free from the inhibitions of *minifundism* (small leaseholding). Three such '*Ejido*' settlements were established on 31 March 1976 in the new *Ejido* Settlement of Tampaón. Tampaón itself was a one time small cattle, agricultural and pasture holding which was expropriated, against indemnification, from its previous owners. By the end of 1978, the year the *Organizational Workshop* was first experimented with in Tampaón, a total of 7 '*Ejido*' common land holdings covering a total of 3,386 Hectares, 3,196 of which under irrigation and 190 Ha of all weather fields, had been established. As these lands had been recovered from the rough scrubland surfaces without preparatory land levelling works, they were interspersed with important stretches of existing woodland. The initial group was 306 strong, each of whom received an allocation of 10 Hectares of irrigated land. The 326 remaining Hectares were set aside for collective use. Tampaón, at the time of the introduction of the OW, held 230 palm and wooden houses anarchically scattered all over the area. Even though the new settlers, by force of circumstances, were confined to the same space, they were in reality segregated from each other and did certainly not form what one could call a 'community'.

The original motivation to take part in the OW appears to have been a general feeling that it would help them devising ways and means to manage the public services needed in a burgeoning human settlement as well as getting to grips with the management of the Irrigation District. A feeling also that by setting up an autonomous Organization, they might prevent the District from falling again in the hands of the landowner class and managed as a pure business venture, as had happened so often before in the past. Here was a unique opportunity for laying the foundations for the emergence of an authentic integrated community, notwithstanding its original heterogenous make-up. From this perspective the capacitation of the new settlers appeared as an ideal instrument to reach the set goals. It was even more attractive because it differed from the traditional training provided by the government-sponsored 'INCA Rural' which all miserably failed because of their distinct clientelist and paternalist style. The challenges were enormous: what was at stake was not just getting the Ejido going in a functional and profitable manner, but also to establish an entirely new, properly equipped and socially-integrated urban centre. A final decision made by PRODERITH, in conjunction with the Federal Government, was to call in the services of CECODES and to request the services of Dr Clodomir Santos de Moraes, then Head of Operations of 'Project 74/006'.

The Tampaón Organization Workshop (OW)

The Tampaón *'Field Workshop for the Formation of Organizers of Peasant Enterprises'* was run in the ejidal center "Nueva Tampaón", Tamuin Municipality, from 23 January to 26 February 1978. In the beginning it stuck to a 18 to 21 hour timetable but at a later stage, it ran for as long and whenever the groups felt needs arose. Participating Institutions were the former 'Secretariat for Agriculture and Hydrological Resources' (at present known as the Commission for Hydrological Planning, the National Hydrological Plan (C.P.N.H.) and the Multiservice Educational Enterprise which integrated seven 'Ejidos' of the region. This Enterprise was created at the time the OW itself was being set up. The Workshop was part of a number of promotional and organizational activities which were realized in Mexico under the wings of PRODERITH (Wet Tropics Integrated Rural Development Programme), which, as already mentioned, was set up in the seventies with the help of the World Bank with the objective of large irrigation schemes which would boost agricultural output considerably, and thereby improve the living conditions of the peasants. The Workshop was inaugurated on 24 January 1978 with a total attendance of 485 peasant farmers who came from seven Common Land *Ejido* Settlement inside "Tampaón", although, in the end, only 277 men and women were accepted.

Overall coordination of the Workshop was in the hands of the Agronomist Frederico Porras, of Nicaraguan nationality, whose services as organizer of peasant enterprises were used to good effect by CECODES (Centre for Ecologically sound Development). Assistants of Mr Porras were the agronomists Gerardo Valencia and Msc. Ofelia Casamadrid, both in the employ of PRODERITH. Participant in the proceedings, as evaluator, was Dr. Clodomir Santos de Moraes, representing the UN organization FAO, fulfilling also the functions incumbent on the leadership of the FAO-UNDP project Mex74/006. There were 23 Instructors involved in the theoretical lectures provided during the Workshop: 10 PRODERITH representatives; 8 from the representative body of the the Panuco Lower River Plain, the SARH; a representative of the Bank of Mexico; one from the Commission for the Study of the Guayas River Plain (Guayaquil, Ecuador); two from the Enterprise "TV and Sports", and one of the Ecological Development Centre. These persons, because of their competence in theoretical matters also acted as Evaluators of the Work Commissions which got together the participants of the capacitation event.

As first organizational measure, the participants decided to set up a Joint Commission of seven Directors, one from each 'Ejido', which they called the "*Educational Enterprise New Tampaón*". They immediately also elected a person in charge of stores, ie where the 'common-pool resources' of the enterprise were held, consisting of typewriters, cooking implements, electrical tools, duplicators, calculators, soil drills for collecting soil samples, medicinal stores, as well as educational materials. An editor for the new journal "*The Voice of Tampaón*" was also elected. The first issue of this journal was published on 25 January. In total five issues of this journal would have appeared by the end of the Workshop. On the 25th of January the first or the very important "*Theory of Organization*" lecture series was started, arranged by the OW course director Nemesio Porras Miedieta. On the 27th the Education Committee announced the 23 courses in which the participants had expressed interest. Here are the different kinds of courses which were requested with the learner numbers between brackets: Health Nursing (35), Plumbing (4), Sewing (31), Accountancy (5), Carpentry (12), Radio and Televisión (18), General Mecanics (80), Alfabetization (Adult Literacy) (17), Veterenary Sciences (10), Entemology (10, Needlework (31), Apiculture (10), Electricity(18), Cattle Raising (10), Brickwork (4), Mechanics (14), Baking(19), Agriculture (10), Cooking (6), Soldering (18), Confectionary (16), Tractor Mechanics (80), Driving skills(80). The course started officially the 30th of January(*the numbers in brackets indicate the number of participants*).

On the 28th of January the Board of the Education Enterprise determined that it would be necessary to group the peasant participants into Work Committees. 20

Committees were thus created, ie: Finance, Irrigation, Education, Security, Administration, Consumption, Agriculture, Cattle Raising, Forestry, Journalism, Storage, Water, Electricity, Health, Sports, Social Work, Marketing, Transport, Industry and Construction. These commissions were formally integrated the 1st of February. Each one was assigned an Evaluator. The basic tasks of those commissions consisted of: a) realize practical tasks related to mastering the art of self management; b) elaborate simple projects for the coordination of immediate activities to facilitate participation of the members of the Enterprise. The 3rd of February, the General Assembly met for the first time with 260 farmers present. The general coordination of this Assembly was done by the Capacitation team.

Twenty years on: some preliminary evaluations.

Twenty years after the Tampaón Workshop drew to a close, a workteam, composed of personnel of the Department of Rural Sociology of the University of Chapingo returned there in July 1998 and carried out an evaluation from which we relate the most important points, both good and bad.

Pluspoints:

On the positive side there are some striking features: first, the transformation of the former backwater of Tampaón into a real, full-sized city of 4,000 inhabitants covering 11 'Ejdos'. An adequately planned town, moreover, with all the usual urban services and contraptions, except for a drainage system and proper street hardening. Some features of the town have a definite modern touch with a wide central four-lane avenue with a central divider, as well as with a generously big central square with its typical kiosk constructed on the model of the kiosk in the central square of the town of Tamuín. The urban allotments are 40 by 25 metres and the majority of the housing is built with brick walls and concrete roofs. There are also plenty of green and recreational spaces, piped water, street lighting, electricity and two public phone boots. Transport to the trunkroad Tamuín-Tampico and to Tamuín is frequent and cheap, serviced by a flotilla of minibuses owned by Tampaón locals. There are virtually no public safety problems because security is a community affair in which the whole community takes part; also because alcohol consumption is out of bounds for the under 20's. There is, moreover, a clinic staffed by the ministry of Health and Welfare and there are two educational centres leading from primary all the way to the baccalaureate.

Secondly, on the positive side, there are the advances in 'human development': the emergence of a culture of conviviality, ie knowing 'how to' live together in a plural society imbued with tolerance for racial, religious and political differences among the inhabitants of the settlement. Therefore, all the participants in the OW, to a lesser or larger degree, achieved a noticeable increase in personal self-esteem. The realization of the enormous internal potential allowed them to reproduce inside the family circle a more affective and less authoritarian, less 'macho' relationships than is common in the wider rural environment in the country. As a collective, they learned to rely on their own resources and to resolve the problems which affect them as an urban centre through democratic consent in the General Assembly. For the management and representation of issues which affect them in relation to the different Government Instances, they use the method of the social division of labour by appointing rotating task commissions with the more responsible persons in the community in charge.

Minus points:

On the minus side, we have to signal, first, and paradoxically, the failure to bring to a successful conclusion all the collective projects which would have been possible had the settlers made a more radical use of the enormous natural resources at their disposal: for all practical purposes the '*Ejido*' system has been abandoned and each of 'ejido' settlers works their land parcel individually. The influence of the official Institutions' has not been foreign to the gradual loss of the location's collective character. Officialdom consistently treated the Ejido members as if they were individual, private producers.

Secondly, the Enterprise charged with Educational Services, with its different Commissions, which were one of the important achievements of the original OW, were allowed to disintegrate. No alternative structure capable of dealing with community problems took its place since. Existing structures are the usual official ones: the Assembly for Improvements, presided over by a Judge, has authority to act in an auxiliary capacity to the Local Committee of the Union for Regional Ejidos which, in turn, forms part of the Alliance of Peasant Producers of the Bay of Potosí. In actual fact, none of the official bodies in Potosí is controlled by the founder members, but is rather in the hands of the new generation of leaders who arrived in Tampaón post-1978.

A number of factors explain the lack of continuity in the organizational processes which came out of the original Organization Workshop. Among others:

- Absence of a consistent, continuing capacitation programme for both founder members as new settlers, which would have allowed set up new enterprises in response to shifting situations.
- The constant influx, over the years, into the '*Ejido*' centre of Tampaón, of newcomers with an almost infinite range of human interest background and expectations. In the absence of an integrating factor, the community spirit has suffered, social ghettos have been allowed to creep in and there has been a marked decrease in social participation and initiatives taken in common.
- In the opposite direction there has been a constant outflow through emigration, especially to the United States, of especially younger members of the community. It is estimated that about 45% of all the youngsters born in Tampaón have gone to work in the United States.
- Article 27 of the 1992 Reform Law, which legalized the renting and outright sale of '*Ejido*' plots. This inevitably allowed land to be concentrated in the hands of a new type of private farmers who, little by little, introduced artificial pasturelands, improved stock, and big cattle-fattening practices involving thousands of head of cattle, while both the agricultural as cattle raising, while, at the same time, the '*Ejido*' production continues as before, with its outdated practices and technologies, not capable to provide a real employment-generating alternative.

Interlude: official recognition by the Mexican authorities

Seven years after the OW event, Dr. Clodomir Santos de Morais, then guest lecturer at the University of Rostock, Germany, where he was finishing his Doctoral Thesis, received an invitation by Fernando Gonzáles Vuillareal, of the SRH, who was the PRODERITH counterpart in 1978, to come to Mexico for the occasion of the signing of a new financial funding convention by the World Bank in support of the PRODERITH projects. On 15 January 1985, Dr. de Morais was officially welcomed at the airport of Benito Juárez, Mexico City. The following day, in the Central Offices of PRODERITH (Tepic 39, Mexico City) they showed him, first, the video of the original Tampaón Organization Workshop, immediately followed by a colour film on the New Tampaón illustrating all the important advances in urban installations of the *Ejido* centre. In the evening of the same day, Dr Clodomir participated in the solemn signing of the Financing Convention of PRODERITH by the World Bank, realized thanks to the resourcefulness of the then Secretary of Agricultural and Water Resources. This was an apt gesture and a way of paying tribute to the creator of the mass

capacitation method.

The Enterprise Workshop and Entrepreneurial Management Organization Workshop (EMOW)³ in *Huatusco, Veracruz*

In February 1996, Msc Miguel Sobrado Chavez of the National University of Costa Rica was invited to Huatusco, Vera Cruz, to investigate in a direct fashion the feasibility of a Workshop there and, if so, which type of capacitation methodology would best apply here. Sobrado's subsequent report indicated that such an event was indeed feasible, based on a number of existing Associative Enterprises which shared a number of Production resources in common, but who, at the same time, in the new context of liberalization of the Mexican economy, would not necessarily be able to respond to the new challenges in terms of competencies needed in an era of the open capitalist market economy. The main problem in the region of *Huastusco, Vera Cruz*, was the urgent need to capacitate the coffee producers, in the light of the recent presidential decree abolishing the Mexican Institute for Coffee growers, a Federal Government Organism, formerly solely in charge of Coffee production and marketing matters. All the infrastructural functions (plantations, coffeehouses, machinery, transport etc) of the now defunct Institute were to be transferred to the producer organizations, who lacked the basic management knowhow and skills, i.e., they were not adequately prepared either mentally, socially, economically or administratively to manage an enterprise. The need for rapid and practical capacitation in which moreover paternalist and dependency creating structures could be overcome, imposed itself.

A Workshop for Entrepreneurial Management (TGE - Taller de Gestión Empresarial) was run in May 1996. One of the crucial moments of the Workshop was the so-called '*weaning*' exercise, lasting three days. This was found particularly necessary as the attendants at the Course manifested a great resistance to thinking for themselves, taking up responsibilities making decisions. Workshops were run at area level where the participants transmitted to their local Organization or Institution the methodology they had learned at the TGE. The General Union, set up in 1990, had remained, until then, virtually a letterhead organization. Its membership has now reached 1,800 producers in 45 communities. The Union produces a Quality Coffee. It is organic coffee known

³ The most common form of OW is the 1. **Field Organization Workshop** which lasts normally about 30 days, has a minimum of 40 participants and up to 1,000 and more. The other three forms of OW are: 2. **Centre OW** (2 wks for activists) 3. **Course OW** (3 mnths for Field Directors and Assistants) 4. **Enterprise OW**: for ongoing or failed Enterprises

under the trade name '*Genuine Huatusco*'. The Union runs an original collective harvest gathering system. A new ecological awareness has emerged to the possibilities of growing coffee in more environment-friendly ways. Vertical, hierarchical, army-type command structures have been done away with and decisions are now reached by collective decision making. Power relationships in the enterprise also underwent a sea-change, thus laying the foundation for a more collectivist culture and an *economy of solidarity*. The Union, however, is still discriminated against by private Banks which feel that social organizations are 'not creditworthy'.

Conclusion

The Mexican experience with the Organization Workshops can be divided in a pre-and post-1996 period. The first wave of OW's in Mexico did result in an autonomous movement covering the whole nation, but a long history weighed down by clientelism and corporativism in Mexico seems to have been too great for the entire potential of the Method of Mass Capacitation to come into its own in our country. Added to this must be the non-participation of the great majority of Mexican Universities: this severely limited a more widespread knowledge about and systematic analysis of the method.

The events of this decade are still in full evolution. They are taking place against the background of a the democratic transition and a keener interest, in academia, especially on the part of the [Autonomous University of Chapingo](#), all of which seem to justify new hope. In retrospect, it would appear that it was the solid results obtained by the Agrarian Reform in Honduras which were the determining factor in making the Mexican authorities realize the unique value of the de Morais Workshop methodology. In 1974 for example, Lic. Sergio Reyes Osorio, then Minister for Mexican Agrarian reform, decided to send a 30-strong delegation, all members of the Human Settlement project of the Rio Papalápan, to go and learn capacitation methods in the Guanchias Cooperative in Honduras so that they could reproduce the method at their return in Mexico. The political atmosphere under president Luis Echeverría (1970-76) however, became less favourable to this approach. Things improved under the presidency of José López Portillo, when the Capacitation events of the Lacandona Forest and Tampaón took place. On balance, the Tampaón and Selva Lacandona experiments can said to have been successful in that they managed to integrate new population centres with settlers from disparate origins in a terrain originally not very favourable to agricultural activities. In both experiments, the '*Common Pool*' around which self-capacitation developed, consisted, beyond and above, of course, the land

itself, of the production plots allocated to the new settlers, the audio-visual teams, the sound and image reproduction equipment which allowed, for example, for the production of manuals and newspapers and also the educational installations and materials.

A clear lack of continuity in the capacitation effort, however, has to be deplored. A nationwide SIPGER (Employment and Income Generation System), with its national 'Economic Development Specialists' (TDE's), on the model first set up by de Morais in Portugal, is the missing factor here in Mexico. Self-managing enterprises, and the economic autonomy it allows to ethnic groups in the land, went against the grain, in particular, of the National Institute for Indigenous affairs (INI), known for being set in its protectionist and clientelist ways. The PROCCARA programme, directed by Clodomir Santos de Morais, lasted a total of 46 months. During that crucial period of 1974-1976, on top of the significant achievements obtained in Honduras, where a.o. 25 members of the Honduran Armed Forces also took part in the OWs, very positive effects were also recorded in other Latin American countries because the Organizational 'Centre' Workshops of in Las Guanchias in Honduras had also been attended by Rural Development workers from Nicaragua, Guatemala, El Salvador, Mexico, Costa Rica, the Dominican Republic, Venezuela, Colombia and Perú. The Large Group capacitation experiments set up by PRODERITH in Mexico, influenced by the success of the Honduran model, can be seen as, de facto, the initial stages of SIPGER's (Income and Employment Generation Systems). Due to inertia and internal friction these were inhibited in their further logical development.



MEXICO

Mid-70's and 90's

1. 1970's:

- de Morais arrived in Mexico in 1976, on the invitation of CECODES, being unable to return to Brazil, still under Military Junta.
- Feb-March 1977: First **Field O.W.** in Chiapas (Velasco Suarez)
- Jan 1978: Nueva Tampaón - Potosí **Field O.W.** - 277 capacitated
Joint Educational Enterprise Tampaón set up.

2. 1990's

- May 1996: (with assistance from Mig. Sobrado, Costa Rica)
Huatusco (Vera Cruz) **CENTRE O.W.** mainly members of the
Coffee producing Union

CENTRE O.W. MEXICO 2000

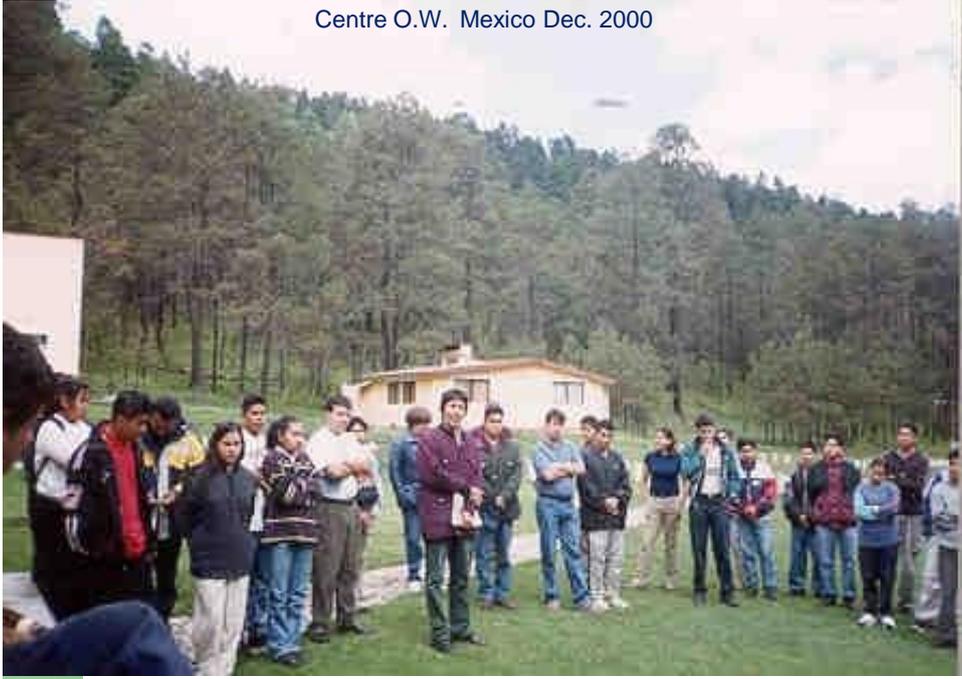
**CONDUCTED ON THE PREMISES OF CHAPINGO
UNIVERSITY AGROFORESTRY TRAINING
CENTRE, PUEBLA PROVINCE, MEXICO
DECEMBER 2000**

- **Directors:**

Prof C. Santos de Morais (Univ Rondonia – Braz)
Prof Juan Jose Rojas Herrera (Univ Chapingo – Mex)

- **52 PARTICIPANTS:** from México & including Guatemala
and Nicaragua Community & Trade Union Leaders

Centre O.W. Mexico Dec. 2000



Extramural Agroforestry Center for Sustainable Development, Chapingo Uni., Puebla
(Part of the) 52 participants