



Green Empowerment

Working with Local Partners: Communities and NGO's



Green Empowerment
July 2008



Why a Local Partner?

- Continuity & long term commitment:
 - They are there before we come
 - They select communities and projects
 - When we leave, they will be there to help
- They are closer to the culture
- Local leadership leads to sustainability
- Funding: They are able to mobilize funding from the local community, local government and national sources.



Green Empowerment's Role

What we can do to help the local NGO

- **Financial assistance:**
matching funds, capacity building, feasibility studies and start-up activities
- **Organizational development:**
administrative development, long range planning
- **Technical assistance:**
project design, sourcing of equipment, implementation
- **Technical training** on renewable energy
- **Networking**
assistance with other NGOs, founding sources, and technical resources
- **Recruiting** volunteers and interns
- **Media and public relations:** web presence and other media
- **Organizing group tours** - generate unrestricted funds and broaden exposure



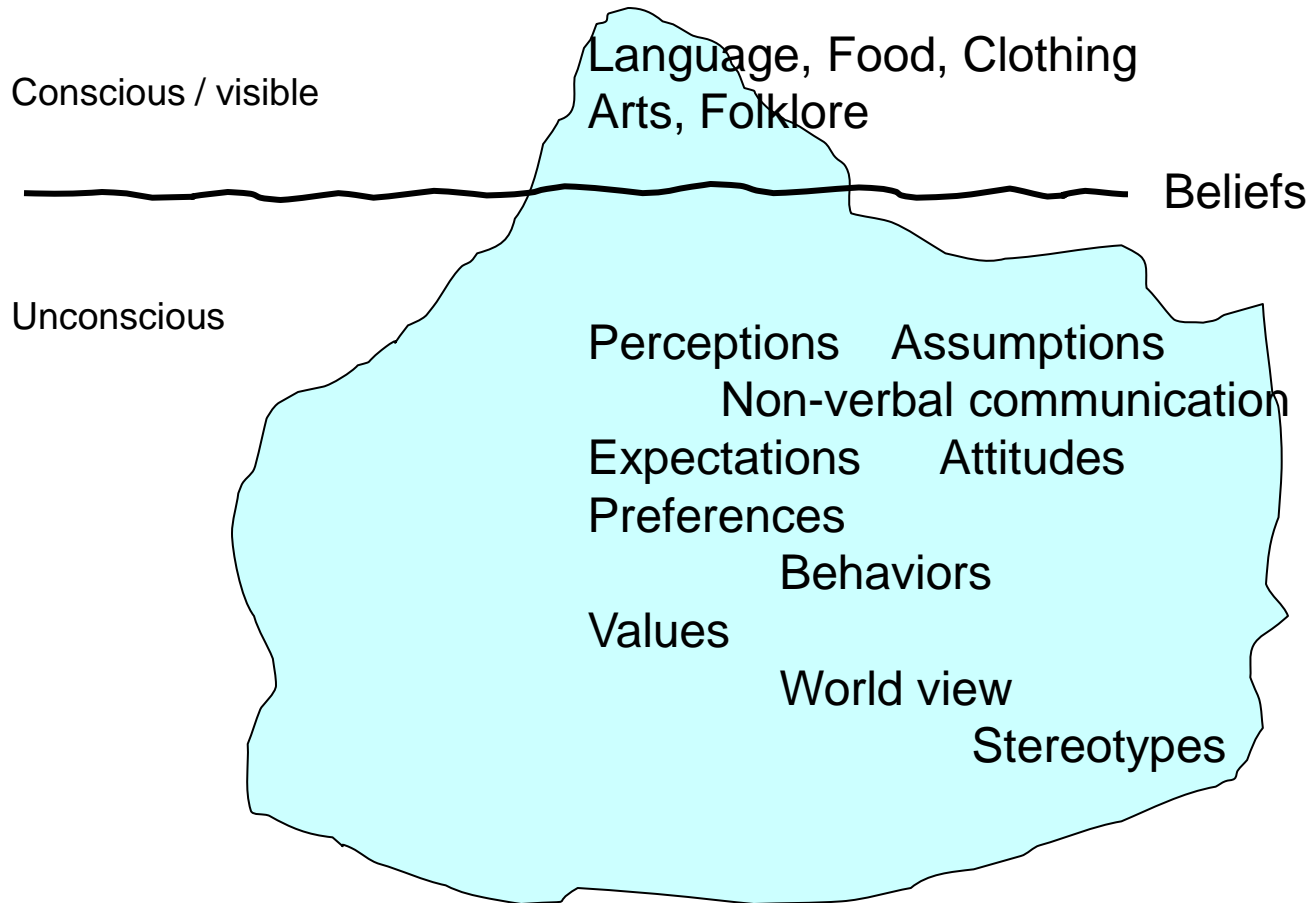
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Introduction to Cultural Characteristics & Inter Cultural Communication



Cultural Iceberg





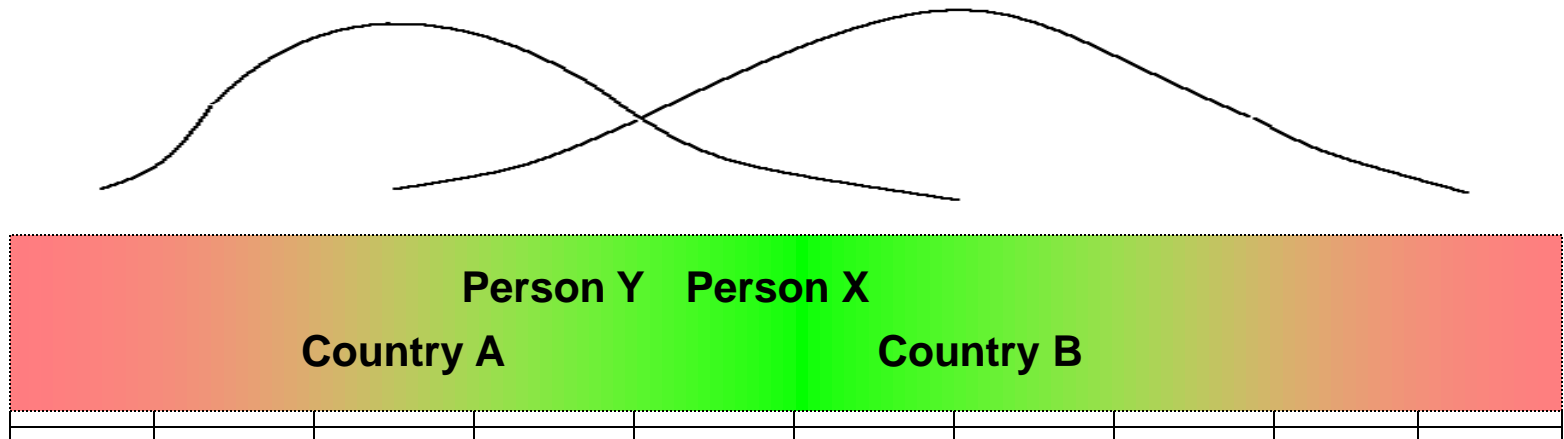
Beware of generalizations: Social norm vs. individual preference

e.g.

Reserved

vs

Demonstrative



The social norm / average preference in country A is more reserved than in country B; Person X from A is a “cultural deviant” in country A, but more comfortable in country B. However, X grew up expecting and knowing how to deal with the norm in country A



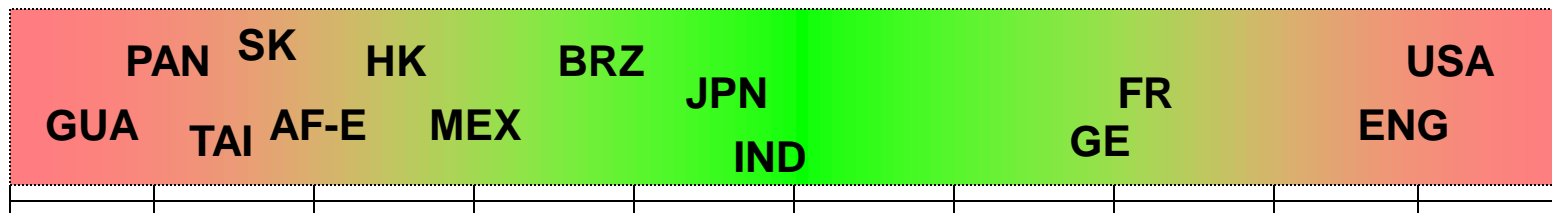
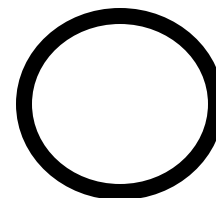
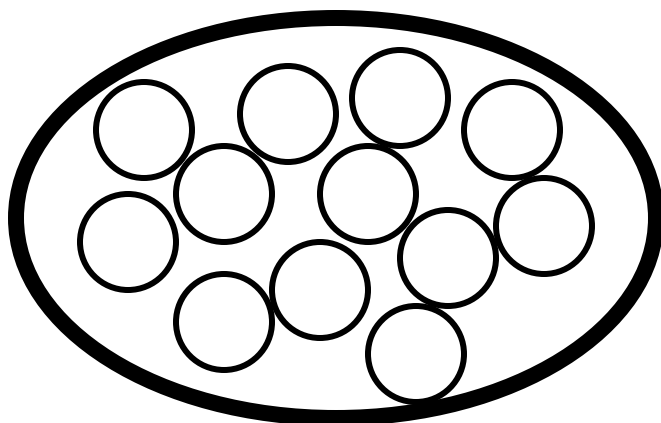
Collectivism - Individualism

Accountability / responsibility is stronger to

community / society

-

Individual / self



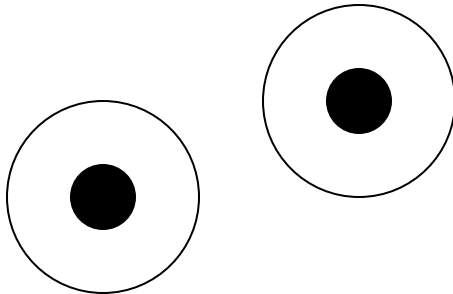
e.g. "born to the clan X"



Territoriality

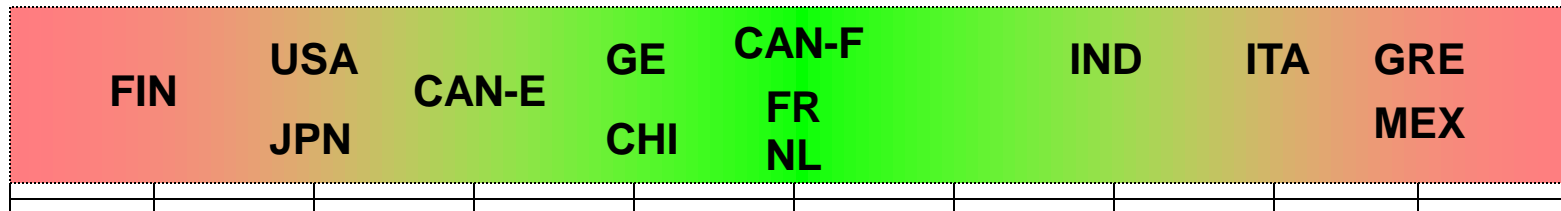
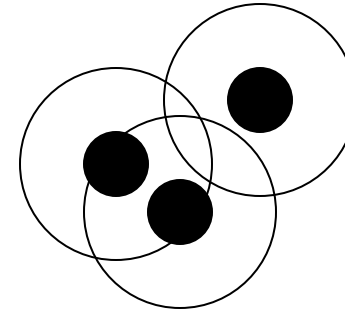
Space is rather

Territorial / "bubble"



-

communal (close contact)



e.g. physical proximity

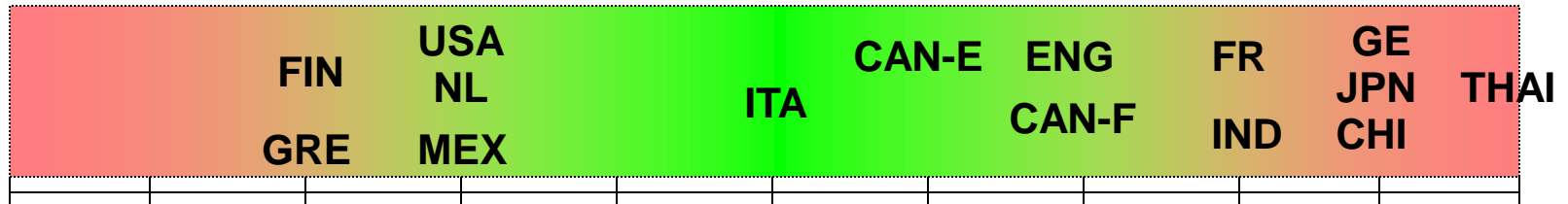
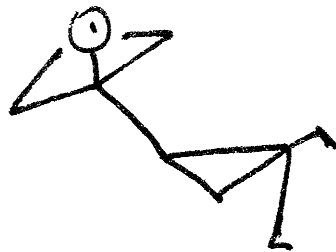


Formality

Communication /protocol:
Casual

vs.

Formal



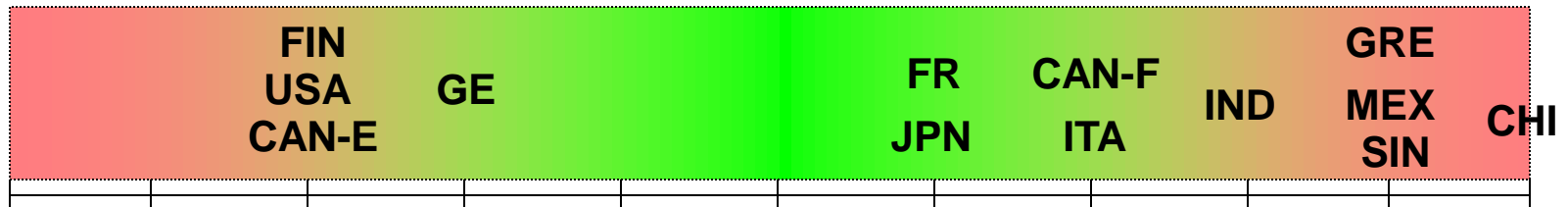
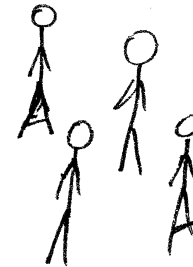
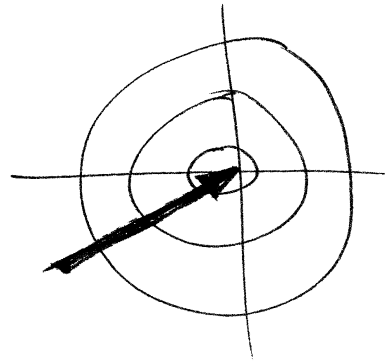


Task - Relationship

Project
Impersonal

-
-

People
Personal



e.g. meeting structure, business lunch

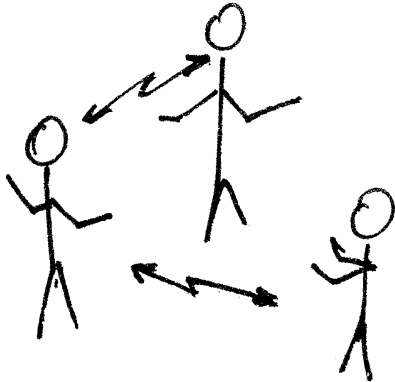


Conflict

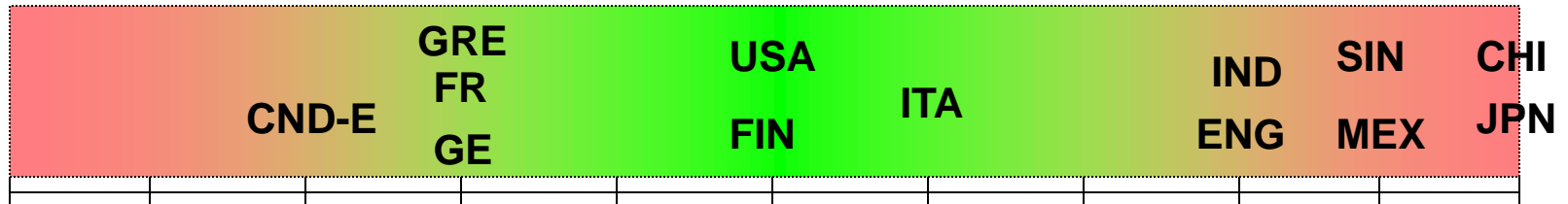
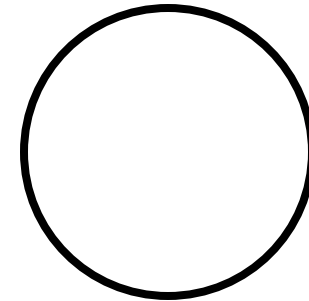
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Consensus

Confrontation



Harmony
Solidarity



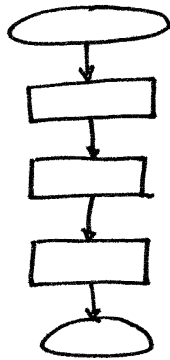
e.g. "never invite again"



Direct - Circular

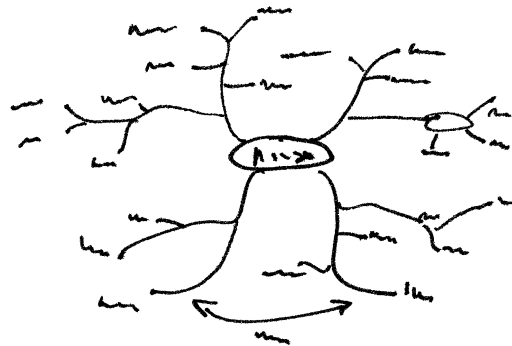
- Communication - Explanation:

“simple” / linear



-

“complex” / indirect



	FIN	USA	CAN-F	JPN	MEX	ITA
	GE	NOR	CAN-E	SIN	IND	FR
		NL				POR

e.g. “simplistic” vs. ”what’s your point?”



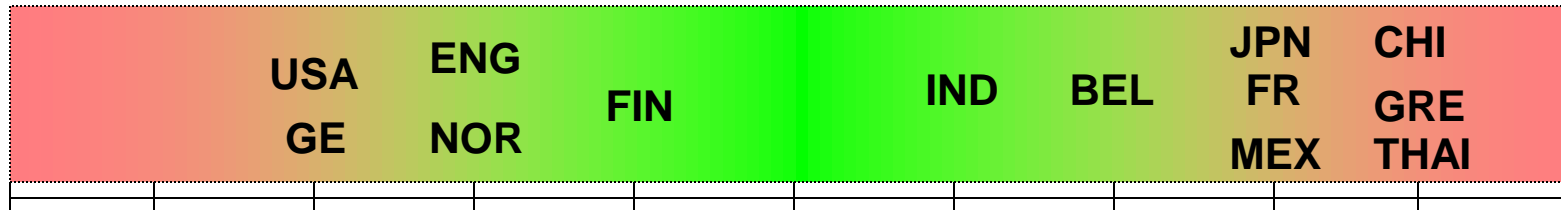
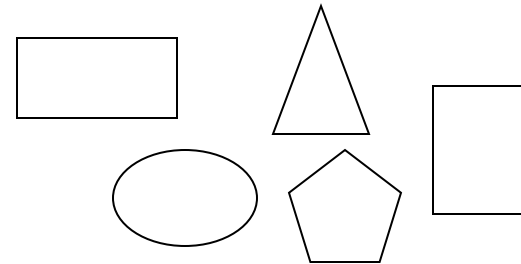
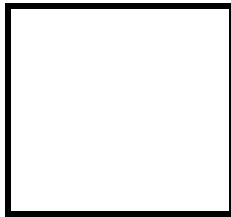
Universalism - Particularism

Truth (& Law) are rather

fixed / universal

-

fluid / particular
("it depends")

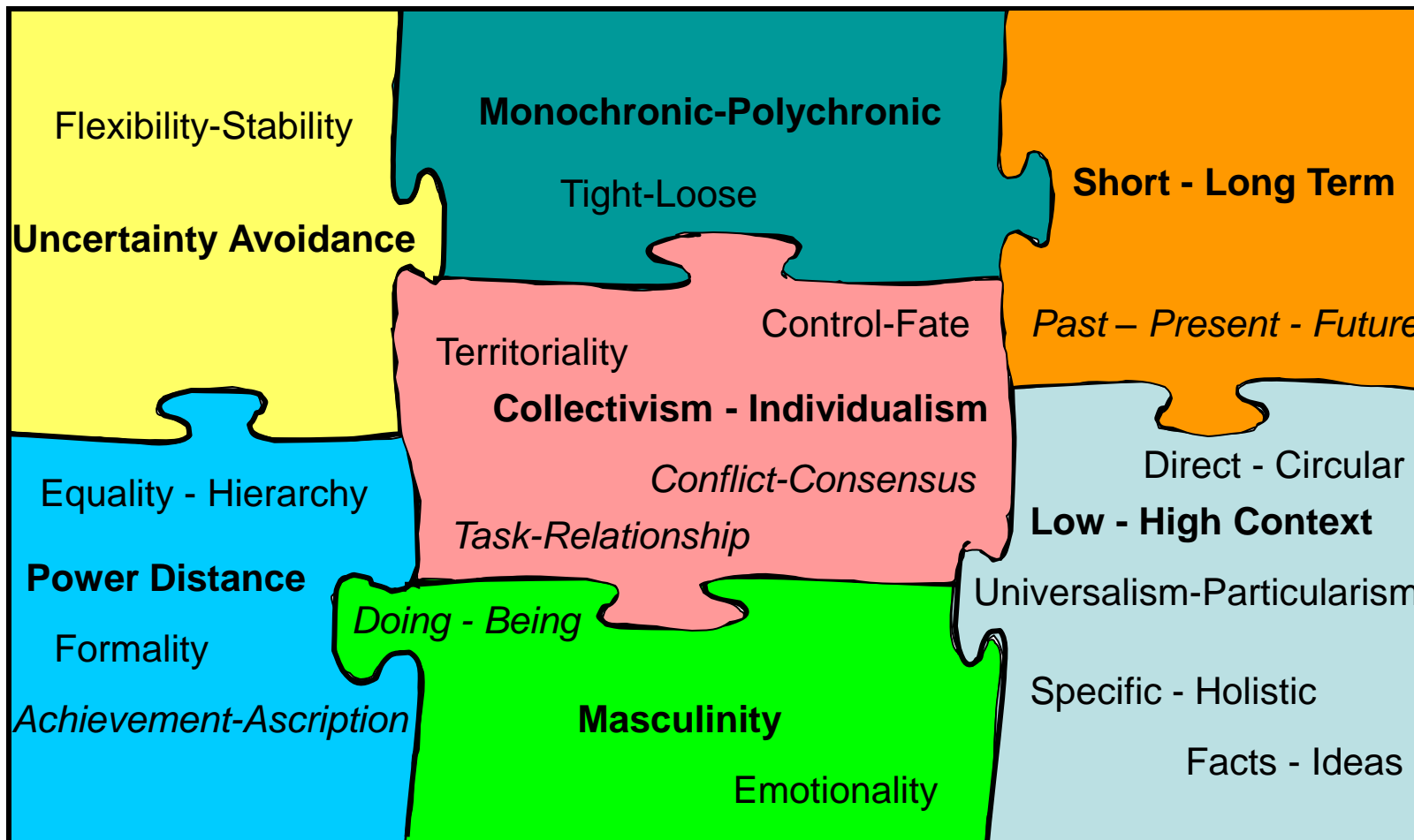


e.g. "who do you trust?"



And more....

Main Cultural Dimensions & Values





Intercultural Communication Skills & Mindset



Know/learn your own cultural values & expectations

Tolerate ambiguity

Dialogue & listen actively – be mindful of interaction

Communicate respect

Relate to people

Be open & non-judgmental – question your questions

Use Flexibility

Empathy

Persistence

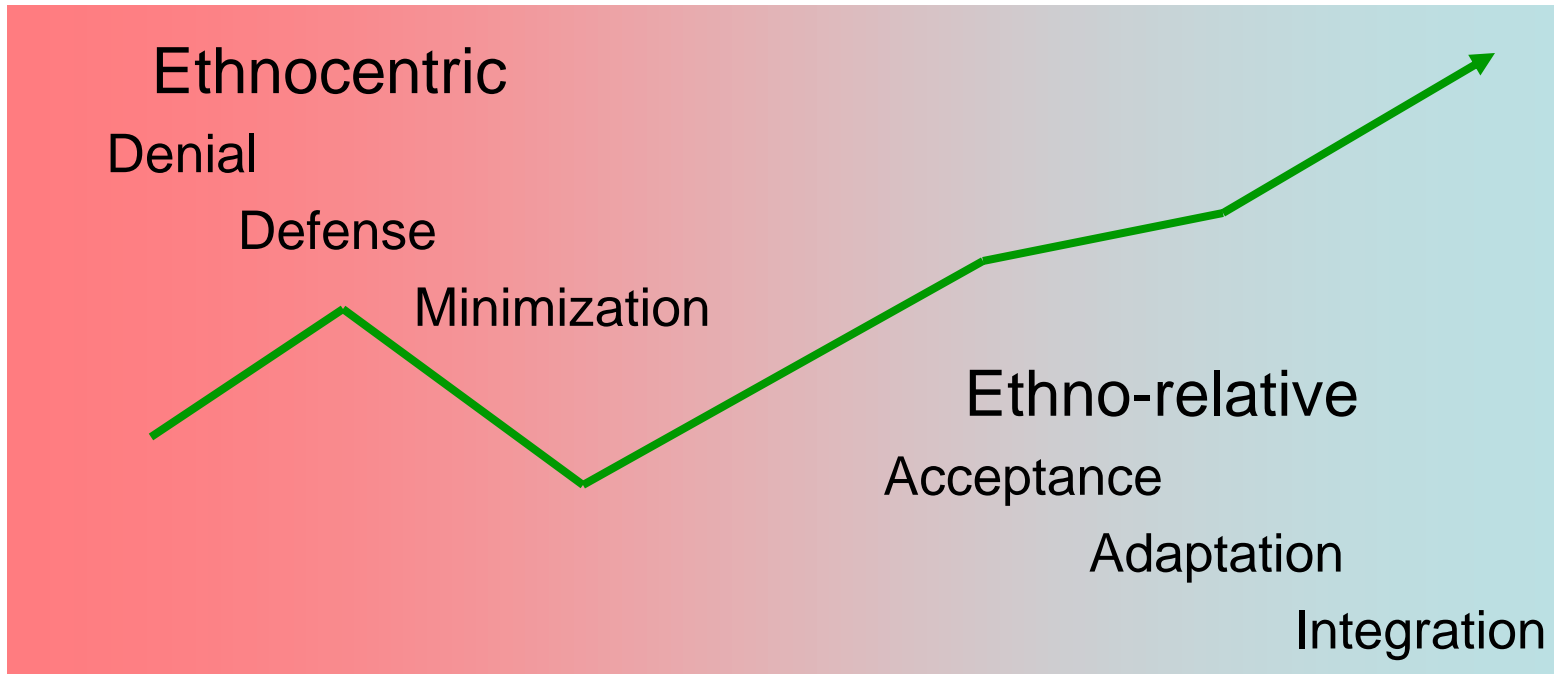
Observe - Describe before Interpreting – Evaluating

Use “Cultural Bridges”



Developmental Model of Intercultural Sensitivity

“it’s a journey”





Working with NGO Partners





Memorandums of Understanding



EnerGreen Foundation
...serving people and saving
the environment with
renewable energy

MEMORANDUM OF UNDERSTANDING

Date: September 22, 2005

Parties: Fundacion Natura ("Natura")
Green Empowerment ("GE")
EnerGreen Foundation ("EnerGreen")

Topic: Capacity Funding for Fundacion Natura

This Memorandum of Understanding ("MOU") is made among the parties listed above (the "Parties") for the purpose of assisting the capacity of Natura in the area of renewable energy and, more particularly, towards renewable energy projects with the indigenous communities of the Ecuadorian Amazon region.

It is the intention of the Parties to maintain a minimum capacity for Natura to successfully access long-term funding sources for implementing renewable energy projects among the Shuar and other indigenous groups of the Amazon region ("Minimum Capacity"). Such long-term funding is expected to replace the contribution of the Parties. The Parties agree and make the following specific commitments:

The financial commitment for the Minimum Capacity shall be US \$100,000 per year.



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Local NGO: Project Management

Getting from here:



To here:





Community involvement at all stages of the project

CRONOGRAMA DE ACTIVIDADES

Actividad	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Enero
1. Planificar el mantenimiento del sistema	X	X						
2. Planificar cómo conseguir la plata para el mantenimiento	X	X						
3. Normas para uso del cargador.	X	X						
4. Selección de "electricistas" de SINIP	X	X						
5. Terminar construcción de la casa.			X					
6. Preparar materiales para instalación								
7. Gestionar fondos para ampliar el sistema.								
8. Terminar el diseño	X	X						
9. Comprar y enviar equipos (ADUANA)				X	X	X		
10. Preparar material para capacitaciones							X	
11. Visita para capacitación e instalación								X
12. Fiesta Inauguración								X

3. Cronograma de actividades

4. Acta de Resoluciones

Various stages overlap

Harvest season, etc. not favorable



I. Feasibility Stage

- Surveying the Community
 - Energy/Water Resources
 - Energy/Water Needs/Demand
 - a. Current
 - b. Future
 - Potential Revenue-Generating Usages
- Letting the community decide on the best match between their needs and resources
- Site Selection
- Environmental Considerations





II. Community Plan

- Assess What the Community Can Contribute
- Develop Local Management Structure
- Determine Residential Rate Structure
- Plan for Revenue-Generating End Uses to Ensure Economic Sustainability
- Develop and Sign Community Contracts





III. Design Stage

- Civil Design-The Physical Structure
- Distribution System
- Electro-Mechanical Design
- Cost Estimating: equipment, materials, labor, transportation

Most design decisions need political & cultural input + research on local availability & expertise



IV. Funding Stage

- Fundraising Research
- Fundraising and Grant Writing Assistance
- Funding Solicitation- Letters Of Inquiry, Grant Applications
- Secure Funding

Show \$ value of Community or local government contribution – cash, labor, transportation, etc.



Budget for Community Development Component of the Project

- Costs of community survey, organizational training, community benefits evaluation, training, rate structure, and post-completion work of the NGO
- Include these costs within the budget
If you don't budget for the non-technical issues, they either will not get done or will be done in a rushed and incomplete manner. Frequently as these costs are not considered, it means that the local NGO ends up bearing many of these costs as an invisible demand on their limited internal resources.
- Potential sources of funding?
local sources, local government, international agencies, etc.
Consider timing of grants



V. Pre-Construction

- Place the Electro-Mechanical Order
- Ship Equipment
- **Define Equitable Labor Input and Construction Timeline with Community**
- **Community Mobilization: set clear goals and expectations**
- **Obtain Legal Status for the Community-based Organization**
- **Skills Trainings for Community Members**
- **Complete Power Use Agreement and System Rules**
- **Clarify Project Management Roles of Community, NGO, and International Operational Partners**
- Shipment & receiving of Electro-mechanical Equipment





VI. Construction

Needs to be scheduled to allow for maximum participation / sweat equity

- Ground Breaking Ceremony
- Transportation of equipment to site
- Civil Construction
- Erection of Distribution System-
Transmission lines & House
Wiring,
or distribution pipes, tank, taps;
Safety Issues
- Electro/Mechanical
Installation





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VII. Commissioning & training

- Commissioning and Testing the System
- **Training of Operators & Community**
- **Completion of Power Management Structure**
 - a. Bill Collection**
 - b. Bank Accounts**
 - c. Money Management- Operation & Maintenance, Operators, Reserve Fund, Loan Repayment (if any)**
- **Opening Ceremony**





VIII. Ongoing Support

- Necessary Ongoing Support
 - a. Community technician
 - b. Non-governmental Organization
 - c. Green Empowerment
 - d. Manufacturer.

- Project Review and Evaluation- One Year and more after Beginning Operation



Involvement of the NGO after completion of the project

- Upon completion, how will the NGO evaluate the project against the goals and budget? Will this summary be provided to the community and other participants in the project?
- What possible needs might the community have for the NGO for technical or organizational help after completion of the project?
- Is the NGO prepared to provide such help? Can the NGO afford to provide such help?



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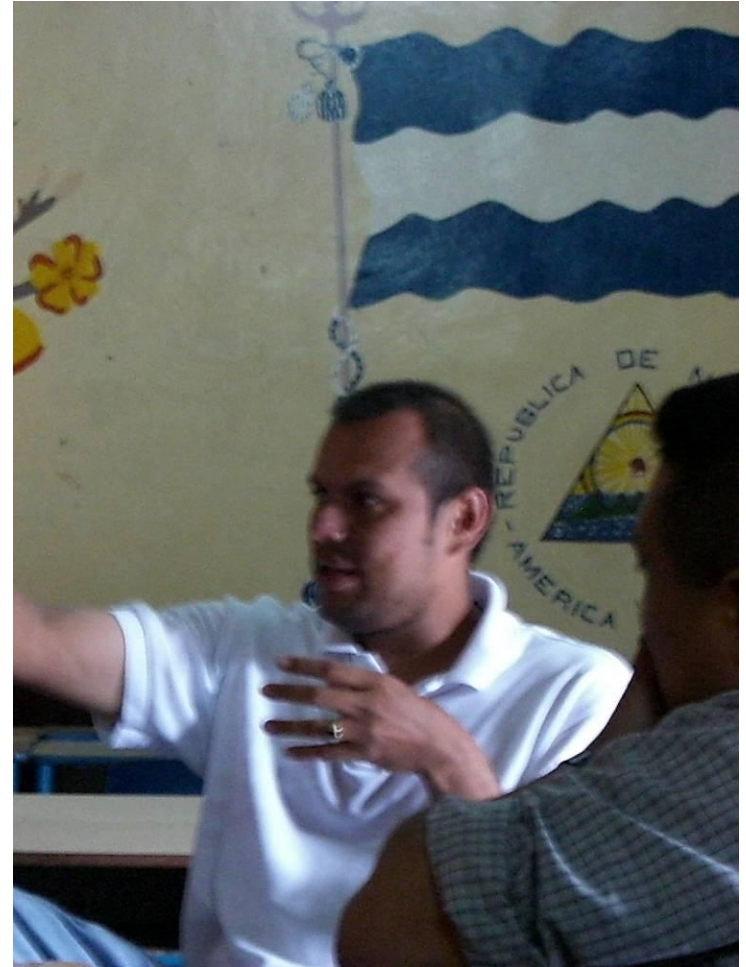
Working with the Community





Who is “the community”?

- School group,
school leaders?
Parent’s group?
- Entire community?
Mayor or
committee?
Informal leaders of
influential families?
- Local government?
Does the ministry of
education own the
property?





Participatory Survey Techniques

- Consider house-to-house vs. Groups
- Women
- Asking questions (one to many, many to one) and comparing answers.





Rapid Rural Appraisal

GENERAL INFORMATION OF THE COMMUNITY OF HUAYLLAS.-

LANGUAGE	90% monolingual Quechua speakers/10% bilingual.	
SERVICES	Health post, school, potable water, church, tree nursery	
LOCAL CRAFTS	Weaving, tools (for personal use)	
MIGRATION	to Sucre, and the Chapare region (month of July)	
POPULATION SPREAD	population is concentrated	
ETHNIC GROUPS	MOSOS (few tatito elders)	
COMMUNAL WORK	road, health post, irrigation canal, school, tree planting	
MEANS OF COMMUNICATION	Alo Radio station, local Radio (exclusively used by the post) the church bell.	
FAMILY DIVISION OF LABOR	MEN	Agricultural labor, cattle raising communal labor
	WOMEN	Animal husbandry, house work, marketing, baking and chicha, handicrafts.
	CHILDREN	Planting, harvesting, taking care of animals, forestry work

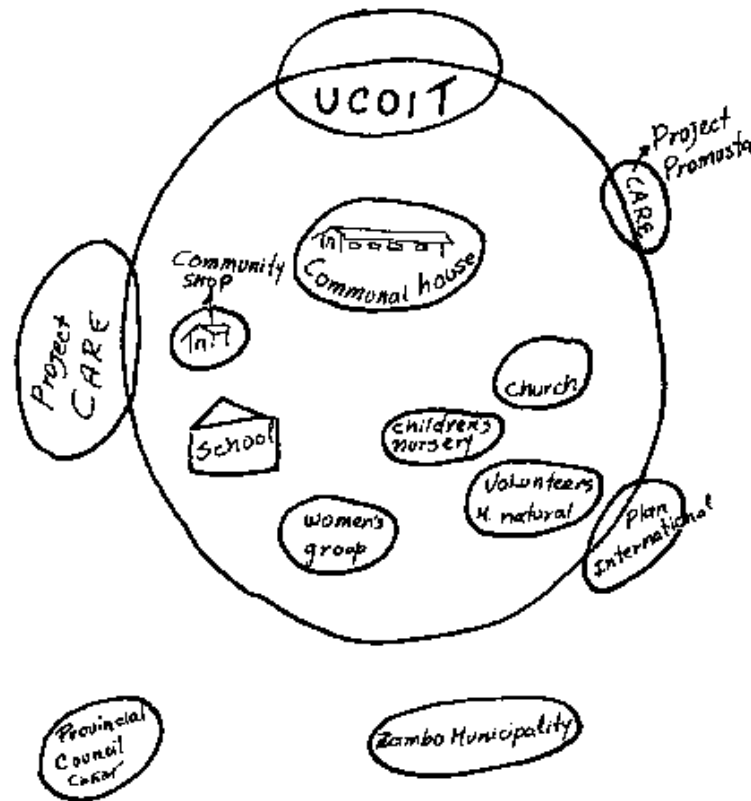
Source: Interview and structured observation
I. B. Huayllas sector.



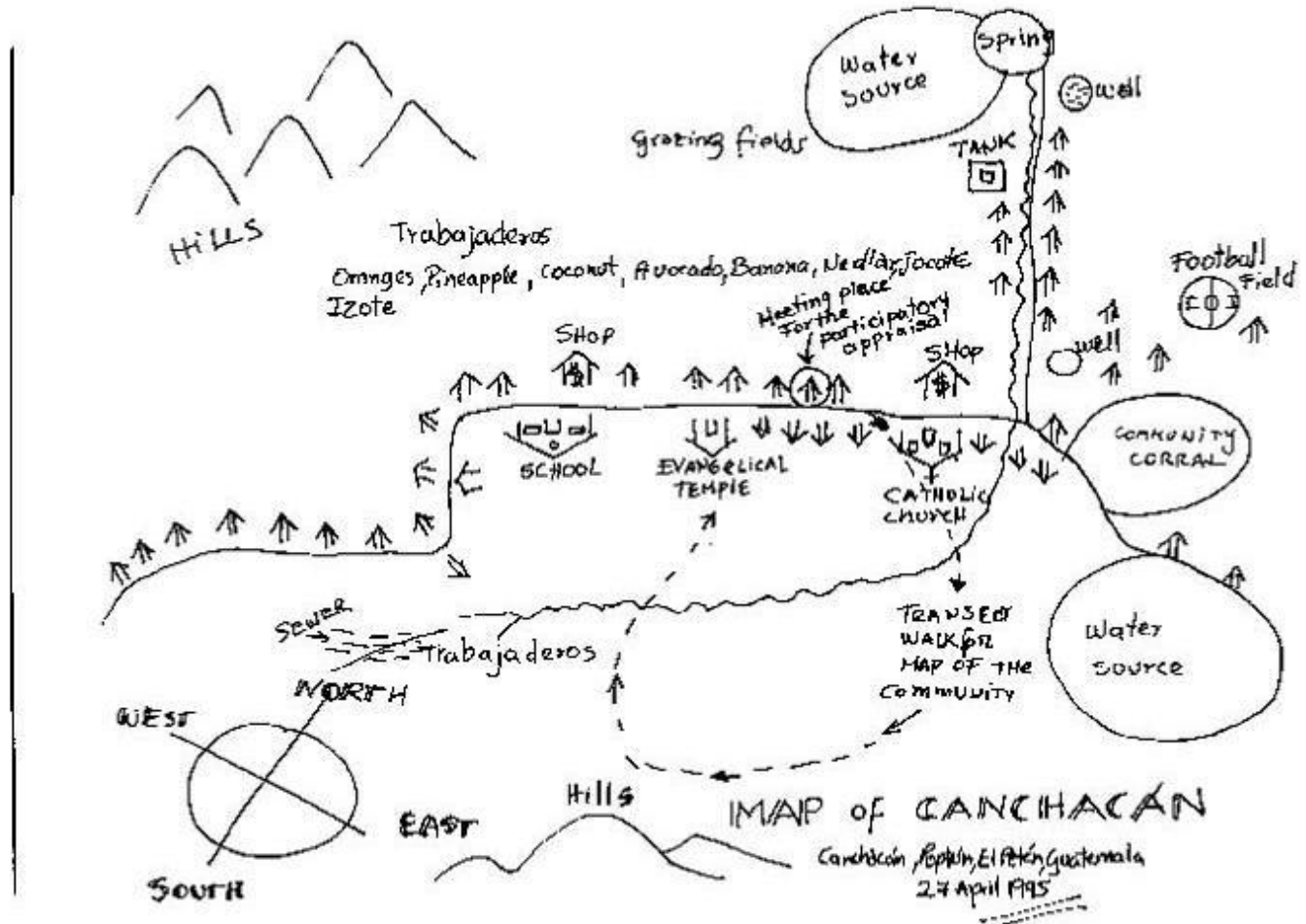
INTERINSTITUTIONAL RELATIONSHIPS

INSTITUTIONAL RELATIONSHIPS

Community: Caguanapamba



Conducting this exercise was quite complicated for the farmers, as at first they found it difficult to know how to place the circles: inside, outside, small, large, close or far away. After a practical explanation, they revealed they had clear knowledge of the kind of relationships that exist between the community and government, NGO, or other institutions. It took an hour and a half to complete the exercise.

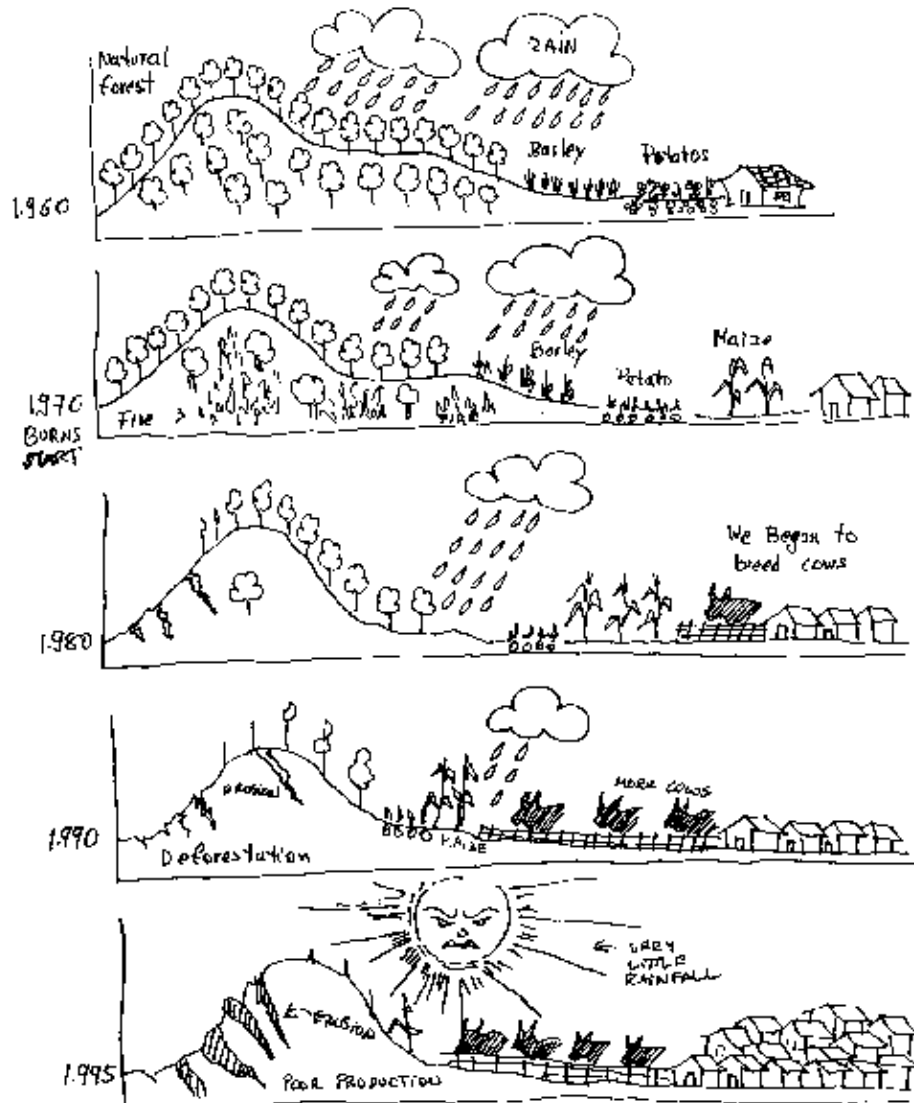


IGDC: Participatory Rural Appraisal and Planning

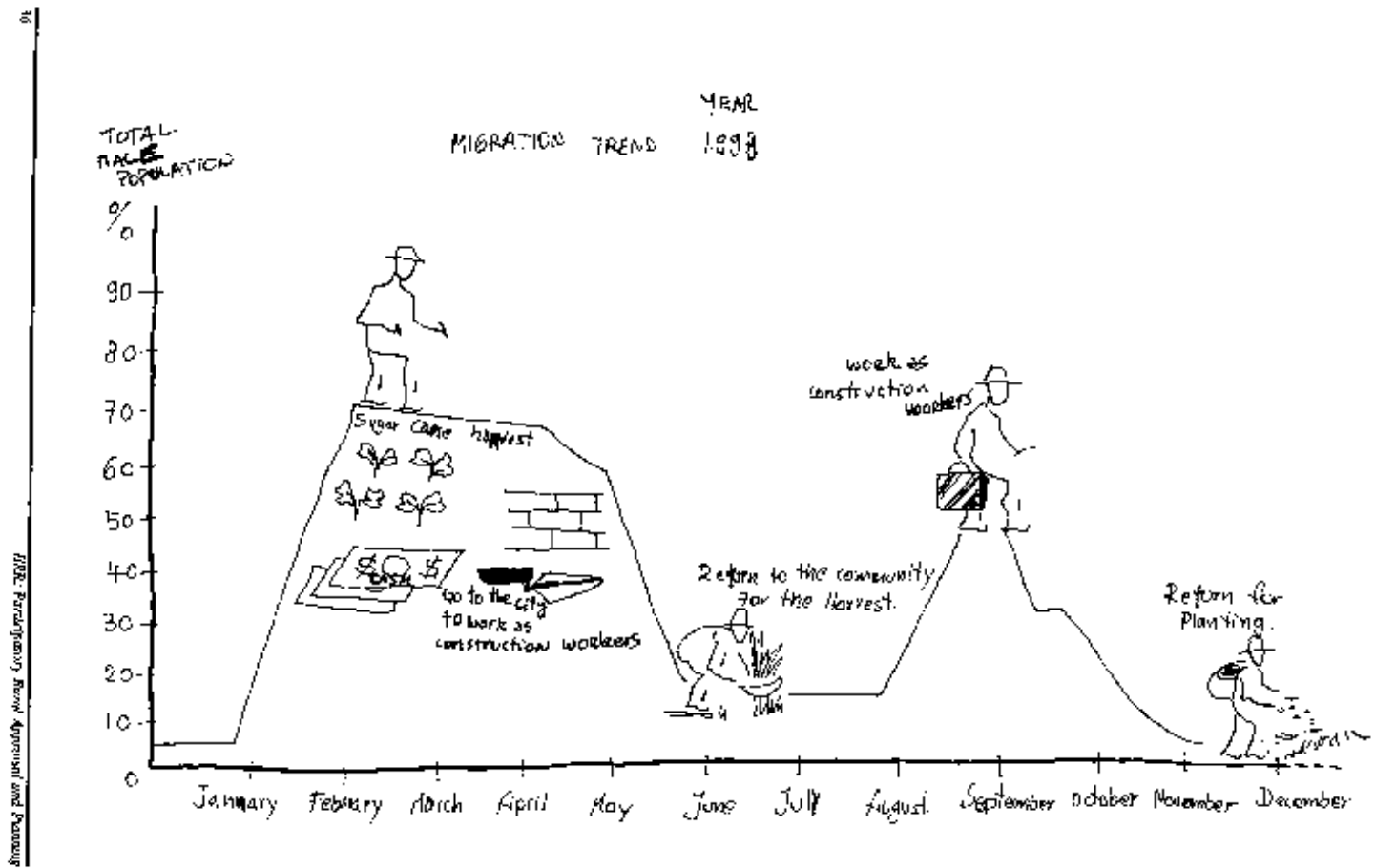
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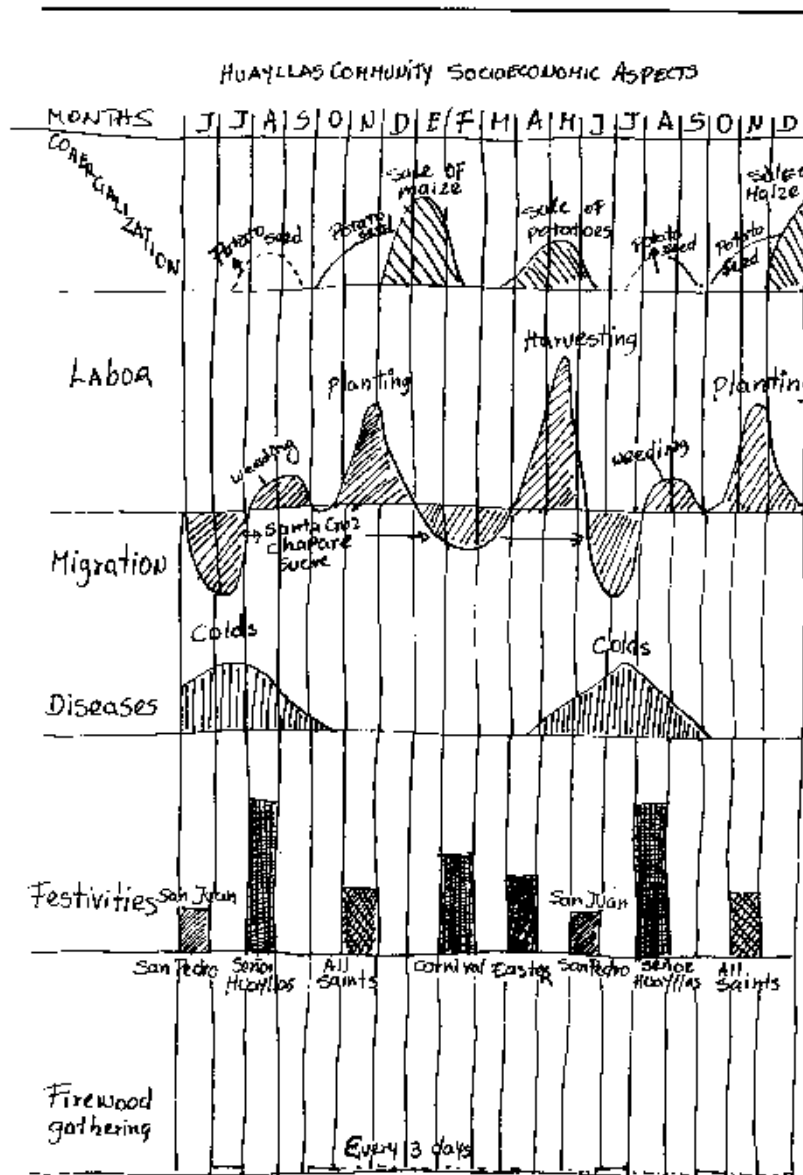


TREND LINES OF SOIL USE IN PUAL COMMUNITY



exercise conducted by
Enrique - Luis - César - Sergio





Source: Workshop "Methodology for Rural Appraisals" facilitated by José Luis Laguna Quiroga, and co-organized by Patrick Heriani, Sucre, Bolivia 1996.

La Inmaculada. "Community"

Climate and Farming Activities Calendar.

	E	F	M	A	M	J	J	A	S	O	N	D
Climate							Humid 					
Cattle	← Cattle in Jima			→ Cattle taken to the woods								
Maize	Weeding	Second Weeding					HARVEST ploughing	planting				Weeding
Potatoes	weeding	planting	Harvest Hilling up		Harvest			planting	planting	weeding	planting Hilling up	
Cereals	planting					Harvest						



LIST OF PRIORITIZED PROBLEMS
NACIMIENTO Ixbobó Community

PROBLEM	# VOTES
1. Very low maize and bean prices and high input prices.	43
2. Lack of a health centre	15
3. Lack of potable water from February to May	14
4. Lack of electricity	10
5. Lack of kinder and secondary school	8
6. Lack of land on which to work	7
7. Bad condition of the road	3



Transparency / Managing expectations

- When questioned, answer with known facts. Be clear with your intentions, where the money comes from, who you are. Your presence will generate a lot of questions (stated or unstated).
- Avoid promises other than “we will do our best”. Lots of things can change, including timeline and budget.





The Right Community

- Need and Desire for the project
- Strong Community based Organization or Committee to work with NGO
- Available Resource (Water for example)
- Critical mass / grouped houses vs. dispersed
- Commitment of Local Resources for Project Development, including unskilled manpower, access to skilled manpower, capital and locally available materials.
- Ability to pay for and manage the project in the long term
- Willingness to protect critical watersheds and other natural resources
- Potential for project replication



Community Issues to Address

Is the community ready?

- Interest, organizational resources and determination to complete the project and ensure its sustainability?
- Previous experience with social projects?
- Experience with outside NGOs?
- In-kind contribution?



Community Leadership

- Existing organization in the community?
leadership groups, churches, mosques, women's groups?
Existing committee to handle water or electricity concerns?
How will one be created?
- Who are the community leaders and how are they chosen?
The real leaders are not necessarily those who hold the positions of leadership.
- Are there individuals available for project management, technical operation and maintenance and financial management?
- How are women involved in the leadership of the community?
How will their needs be addressed and their participation encouraged?





Community Benefits

- What benefits do community members expect from the project?
(community survey.)
- What social and environmental benefits do the organizers think might be achieved from this project?
- Are needs and wishes of women and children adequately considered and addressed?
(interviews, participation)
- Who will benefit from the project? And who will not?
How will the community address inequality problems?



Community Management

Who: Management is ideally linked to traditional leadership, represents all sections of the community and has ability to mobilize

What do they Do?

- How will this group function to mobilize community members at the survey, construction, and operational phases of the project? How will the labor necessary to complete the project be mobilized equitably?
- Assist in community surveys
- Determine how much power each house gets, rate structure, etc.
- Develop Project agreement with each house
- Develop Project rules
- Operational leadership once the system is constructed - managing system operators, ensuring physical maintenance of the system, spare parts inventory, maintenance and repair schedule
- Management has to consider environmental impacts



Training Needs

- Technical training, social training, management training
- Training to do the surveys and other preliminary work
 - Training in specific organizational skills to run and maintain the project
 - Technical training for operation & maintenance

Who will provide this training, how will it be done, how long





Example of Management of Solar Power Systems in Peru

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Mayor/Beneficiaries



Makes a resolution that systems are for the community and insists that they are maintained by the committee.



Management Committee:

- President: Rep of Authorities (like member of overall community committee)
- Secretary: Rep of User
- Treasurer: Rep of School
- Operator
- Administrator

→ Determine Rules of Equipment Use
Determine the tariff (by household per month, fundraising activities (movies), annually, by fee-for-use by outside groups, etc)
“Gestionar” (fundraise, operate and maintain)
Coordinate which days the centers are going to be used so that they don’t discharge the battery completely the day before it is to be used.



Operator and Administrator physically maintain system and collect fees



Users



Solar Management Models

- **Individually owned**
(Sarvodia, Sri Lanka)
- **Community owned and operated**
(CTSHA-Ecuador)
- **Small regional micro-enterprise**
(SELF-India)
- **Rent the service, not the equipment**
(IDEAAS-Brazil)
- **Large-scale government program**
(BGET-Thailand)
- **Private Utility Company + Community**
(Fedeta-Ecuador)



Micro-Hydro Management Models

- **Community Business** (micro-business + community oversight + municipal ownership)
(ITDG-Peru)
- **Community Committee Owned and Operated**
(Sibat-Philippines)
- **Coordination with Electrical Company**
(FEDETA-Ecuador)



Rate Structure and Project Income Generation

What is the community willing to charge itself for the service provided?

- realistic
- meters, flat rate, per light bulb?)
- firm commitment on the community's part to pay
- Ability to pay vs. willingness to pay

Compare rate structure to what community members pay for nonessential items consumed in the community or what would be charged by a national utility



Community Fund for Operation of the System

- **Costs for the operation of the system:**
- Number of operators x salaries
- Number of tariff-collectors x salaries
- Costs of maintenance (small repairs, replacements and cleaning)
- Cost of repairs (parts, equipment and technician)

- **Reserve fund for improvements and other community projects**

- **Income**
- Number of houses x average tariff per month
- Possible interest on micro-credit





The fine print

Ownership Agreement Adapted from Micro Hydro project in Borneo

_____ (name of NGO), a non-profit charity located in _____ (City/Region) and recognized under the laws of _____ (country), Federal ID # _____ hereby give and irrevocably cede to the _____ (name of community ownership committee) all rights, responsibilities and ownership of all the equipment, materials, and structure for the _____ (name of community) Hydro Power System in _____ (location), including, but not limited to the civil works, the power house, generating machinery, and transmission system as more specifically set forth in Schedule A, attached to and incorporated herein, for one dollar (\$1.00) and other valuable consideration as is more specifically set forth below.

The _____ (community ownership committee) in consideration of the above described donation by _____ (name of NGO) agree to the following principles of a Sustainable Renewable Energy System as set forth in Schedule B, attached hereto and incorporated herein. In further consideration, and as part of the total consideration given by the _____ (community ownership committee) for the _____ (name of community) Hydro Power System, the _____ (community ownership committee) commits, promises and agrees to develop and implement a Community Environmental Plan in coordination and support of the _____ (name of community) Hydro Power System, as set forth in Schedule C, attached hereto and incorporated herein.

_____ (NGO) and _____ (community ownership committee), the Parties herein, further agree to do all such further actions and execute all such further documents as are necessary to give effect to the above transfer of legal title to the _____ (community ownership committee) and all equipment, machinery and facilities appurtenant to it.

The Parties, or any one of them, may execute this Agreement in counterpart and the signatures may be transmitted by fax. When all Parties have signed the original document or counterpart, the agreement shall immediately be legally binding and have full legal effect as construed by the laws of _____ (country).

Dated: _____

_____ (signature) _____ (signature)



Cross-cultural Engineering

Drawings, schematics and brainpower...





Technical Assistance from Green Empowerment

- Possible levels depend on partner expertise & experience, project, timing
 - Max: full design, vendor selection, procurement, purchase; + coaching /empowerment for next time.
 - Training: documents, hands-on, workshops
 - Quality Assurance / design review / input : point out every potential issue & parts needs
 - Always requires field data from partner, sometimes several passes
- Some Best practices
 - Keep asking questions, various means of communication: mail, skype, etc.
 - Don't expect all the answers
 - Use technical network / share information
 - Include spares in initial purchase
 - Details, details, details: prepare for everything - nuts, bolts, screws, connectors, tools, etc.



Local Resources

LABOR/TIME vs MATERIAL COSTS mindsets and ways of life.

If you can't find it, make it!

There are a lot of machine shops, welding shops, etc. (talleres) which can make a part you can't find, or a good enough approximation e.g. thread a piece of pipe into a nipple w/ custom length.

Villagers are resourceful with machetes.

Labeling/Categories maybe different: form vs. function in local language, metric vs. British vs. local units and standards

To find items or services, don't ask for "a hardware store" (generic) describe what you are looking for, e.g. bolts sold in "la casa del perno". PVC pipes, sheet metal, etc. may each come from a different place.





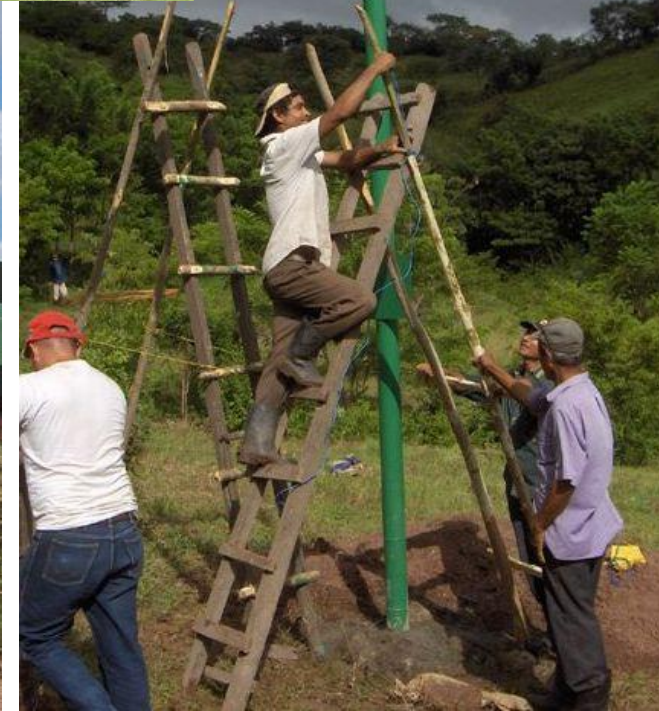
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Example of finding the right part





Resourcefulness: ladders





Specialized vocabulary: photo dictionary example

	<p>Cinta metrica (Wincha – (Pe)) Ratchet y llaves de dado Puntas de destornillador Llave francesa (Pico de loro (Pe)) Llaves mixtas Alicates (de electricista, de puntas) Destornillador / desarmador (Pe) (de estrella o planos</p>	<p>Measuring tape Screwdriver tips Adjustable wrench Crenches Needlenose pliers Screwdrivers (philips or flat)</p>	
		<p>Taladros: de mano, eléctrico recargable Broca</p>	<p>Manual drill Drill bit</p>
		<p>Alicate Alicate de cortar</p>	<p>Pliers Wire cutter</p>



Case Study: Philippines Amgu-o Solar pump

<p>GE role: grant application assistance</p>	<p>Helped formulate budget and proposal from partner. Obtained \$100,000 from GVEP for solar pump + 2 livelihood projects. Lead time ~ 1 year</p>
<p>YAMOG role: community selection & preparation, needs & topographical survey gravity distribution design/install</p>	<p>Changed from initial grant target, settled for less water than WHO guidelines, great PC CAD design & BOM analysis Revised TDH by 20% just before purchase!</p>



Case Study: Philippines Amgu-o Solar pump

<p>GE role: Technical consulting</p>	<p>Feasibility analysis, preliminary sizing. Sent 3 international requests for quotes & discussed offers; coached, discussed & documented rationale for choice negotiated rebate when price increased, got revised estimates when field data changed</p>
<p>YAMOG role: hardware import, receiving, logistics community labor planning, housing, etc.</p>	<p>Tried to get import tax exemption – 2 months delay Navigated import & processing paperwork & fees Inspected goods at pier, purchased all additional parts, Recruited skilled & non-skilled laborers</p>



Case Study: Philippines Amgu-o Solar pump

<p>GE role: Technical implementation/ commissioning</p>	<p>Delivered tech training (refresh) to partner, helped understand I, O&M manual guided decisions on field implementation specifics, wrote site-specific user instructions & troubleshooting, trained local operators + informed community</p>
<p>YAMOG: Consolidated reporting to GVEP</p>	<p>GE: provided detailed SPS implementation report</p>



Green Empowerment

Amgu-o report & photos

<http://www.greenempowerment.org/images/Phil2007/amgu-o%20final%20report11-28-07.pdf>



Case Study: Ecuador Solar Home Systems

Fedeta (NGO)	Community organizing, project proposal documentation, technical design, procurement, installation, operator training, technical documentation,
UOPGES (Community management group)	Collects tariffs, provides local tech support, interface to utilities and/or Fedeta
Provincial Utility	Book ownership of hardware O&M like for other infrastructure: stock replacement parts, answer tech support issues
FERUM (government entity)	Approve projects proposals and disburse funds
Conelec (government entity)	Planning of resources and oversight of utilities plans
Green Empowerment	Tech Assistance: guidance on design revisions, training assistance Organization development and planning w/ Fedeta Help funding for special events, seminars



Local Documentation Example

DESCRIPCIÓN

El regulador es un dispositivo que controla la electricidad que los paneles generan. Cuida las baterías evitando que se carguen o que se descarguen demasiado. Protege de corto circuito a todo el sistema asegurando que el voltaje de la batería no sea mayor al permitido en los equipos conectados.

CONEXIÓN Y DESCONEXIÓN

Se recomienda la **CONEXIÓN** de los elementos en los terminales del regulador en el siguiente orden:



Para la **DESCONEXIÓN** del equipo deberá seguirse el procedimiento contrario:



MANTENIMIENTO

Asegurarse de que las conexiones se encuentren debidamente ajustadas y libres de oxidación cada seis meses.

INDICADORES LUMINOSOS.

Indicador de Funcionamiento de Panel



Si la luz esta encendida se indica que el panel está enviando carga al regulador.
* Este se apaga por las noches ya que el panel no recibe ningún tipo de energía del sol



Estas luces se encienden y apagan de acuerdo a la carga disponible en la batería, como se indica en los gráficos realizados a continuación.

Indicador de Funcionamiento de Panel





Ecuador Photos





Green Empowerment

Ecuador Photos



VORGES PLAYAS DE CUYABENO
NOTIFICACION

Se (a) (Usuariola) Nelson Cuellar Francisco Andres le notificamos que a la fecha, está usted debiendo a la UOPGES la suma de US\$ 14,90-- por concepto de servicio de energía.

La UOPGES está trabajando para poderle brindar un buen servicio y registre de la colaboración y respaldo de todos los usuarios. Por esta razón le pedimos se ponga al día en sus pagos lo antes posible, cancelar su deuda en un plazo que no debe pasar del día 5 de Agosto, caso contrario se hará el corte del servicio eléctrico.

Lugar, Cuyabeno a 3 de Agosto del 2006

(Firma)
OPERADOR

UOPGES
PLAYAS DE CUYABENO
OPERADOR

13 1:50PM



UOPGES
PLAYAS DE CUYABENO

AÑO 2005

PADRON DE USUARIOS

GO DEL ARIJO	NOBRE Y APELLIDO	CEDULA DE IDENTIDAD	DIRECCION	FECHA DE INGRESO	FIRMA
180054	Habela Cepucha Carlos Leonor	190000160-1	Playas de Cuyabeno	04-02-05	[Firma]
180056	Habela Cepucha Pamela Gonzalo	2100000617-0	Playas de Cuyabeno	04-02-05	[Firma]
180057	Habela Cuellar Andres Francisco	2000000412-9	Playas de Cuyabeno	04-02-05	[Firma]
180063	Habela Cepucha Lyman Paul	2000000407-9	Playas de Cuyabeno	04-02-05	[Firma]
180065	Cofa Vargas Juan Esten	2000000016-1	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Cepucha Sandra El	0900000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Shiguanga Hedy Guibon N.	0800000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Cofa Campos Juan Humberto	0800000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Cofa Vargas Juan Esten	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Cofa Ariza Silvana Helene	1900000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Villacres Mendez Rito S.	1900000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Cepucha Heber Abel	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Com. Comunal de Playas de Cuyabeno	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Cofa de Salcedo R. Cuyabeno	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Cepucha Heber Abel	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Nelson Francisco Abel	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Tiza Francisco E	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]
02-03-05	Habela Tiza Pablo Roberto	2000000000-0	Playas de Cuyabeno	04-02-05	[Firma]

UOPGES
PLAYAS DE CUYABENO
OPERADOR

13 1:50PM



Green Empowerment

Ecuador Photos

