PLANNING FOR DEVELOPMENT IN A FARMER-BASED ORGANIZATION, A LOOK FROM THE AGROECOLOGICAL COFFEE GROUNDS

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ABSTRACT

Centralized planning in a bureaucratic context led to pragmatism in the preparation of development plans. These plans generally related to the productive sector implied changes in the organizational forms for their implementation, leaving aside the participation of the peasant base. Through organization and mobilization, the peasants achieved attention to their demands. Currently, organizations have been evaluated with administrative and managerial tools, finding managerial deficiencies in the integration of organizational plans. This article addresses a case study of a peasant-based organization with the objective of identifying the processes present in the integration of plans and the dimensions of development in a group that, reactively in the face of a moment of crisis, evolved to integrate plans of organizational development. A systematization of the information generated from the organization and in-depth interviews with six key informants was carried out in the period from January to June 2022. As a result, a closer understanding of the processes present in the integration of endogenous self-management plans was achieved. from the peasant base, in a local context with global influence. Organizational development increased its complexity by integrating the dimensions of development into the implementation of planning. The plan contributed to the management of the resilience of an organization, based on networks of participation and collaboration. The integration of plans can be noted as an evolutionary process in a dynamic, changing and permanent context.

Keywords: management, design, stages, phases, system.

INTRODUCTION

From the economic perspective, the concept of development focused its efforts on the efficient allocation of economic resources (Irausquín *et al.*, 2016) to boost developing countries or countries affected by the Second World War, as was the case of the Alliance for Progress led by the United States of America that provided economic resources to promote growth and planning (Alor, 2016). Project initiatives such as family planning and innovation in the field were launched, applying new educational technologies (Tauber, 2011). Under this perspective, there is the emergence of multilateral organizations such as: the United Nations Organization (UN), the World Bank, the International Monetary Fund (IMF) and the Inter-American Development Bank [IDB] (Lopera, 2014)

The implementation of development plans with financing from the Alliance for Progress was initially carried out with planning processes under the coordination of the Economic Commission for Latin America and the Caribbean (ECLAC), created in 1948, later the Institute was created Latin American and Caribbean Economic and Social Planning (ILPES) with the purpose of assisting, in a technical manner, governments in planning for development. In this stage, regulatory planning was carried out including economic and social variables reflected in sectoral programs and projects. In this regard, Leiva (2012) identifies two types of planning: development plans with structural reforms focused on addressing development and equity problems, which directed market regulation actions without excluding private initiative, and without focusing on programs and projects; and government planning with State intervention for commercial opening aimed at matching economic growth and the well-being of the population.

Before the massive implementation of planning for the development of underdeveloped countries, this concept was related more to the degree of linkage of the cultural and social aspect of nations, than to the predominantly economic aspect granted with this implementation (Tauber, 2011). However, the link between development and planning increased due to the need to direct the results of external investment in poor countries. Therefore, from a technical form, planning is understood as a set of systematic processes for decision-making in areas of sectoral or organizational development, with the application of formal logic in its preparation (Blanco, 2013). In Latin America, development planning was carried out in a subsistence economy environment with low-tech production processes, public debt and rapid growth in international trade (Lopera, 2014). These planning processes implemented by the State faced implementation problems due to the disagreements of the agents involved as a result of the structural changes.

The initial planning processes were carried out from the institutional hierarchy of the State, although different forms for development planning began to emerge.

In the 1980s, aspects of participation in decision-making, political autonomy, fair distribution of wealth and tolerance for diversity of thought were included (Tauber, 2011). Currently, for planning processes, human resources, natural and material resources, and power relations are considered priorities for the mobilization of the elements of the system to achieve objectives that are generally economic, environmental and social in nature Therefore, its dynamism, multidimensionality and complexity are recognized as a tool for improving people's quality of life (Irausquín *et al.*, 2016). In this sense of more comprehensive planning, research and its applications were expanded to organizational development.

Lopera (2014) exposes two epistemological moments of planning. The first called normative planning, which included a series of economic projections carried out by a specialist through a formal logical model. The second that arises from the business field referred to as strategic planning, which does not respond to any single method, considered a continuous process of analysis of a diversity of social problems of which the planner is a part. In the latter, over time, a variety of products and concepts have been included that have allowed progress in issues of democratization of decisions with participatory methods. At the same time, territoriality has been included that allows it to integrate endogenous dynamism and interests, strategies and actors, among them those of the planner (Saavedra *et al.*, 2001).

Participation in the planning processes aims to integrate the greatest number of those involved in decision-making, thus reducing the risk of problems in the implementation of the development plan to achieve goals, achievements and projects aimed at a defined objective. However, there is still a gap between participation and the preparation of adequate development plans. Mental and material obstacles and some regulatory ignorance continue to prevent the effective use of participatory processes for the creation of development (Barrera & Pacheco, 2013).

In the peasant sector, the producer organization was limited to the application of programs determined by the government, with the objective of accessing financing for productive projects through the intermediation of institutions subcontracted for this purpose. This created a trend of project management based on a portfolio of services that, in general, did not respond to locally planned development actions because they responded to the trend of generating centralized plans (De Grammont, 2007). The permanence of these projects is affected by elements such as the lack of managerial capabilities in directing financed economic actions that contribute to the achievement of development objectives (González & Ley, 2019). In this regard, Yovera (2020) points out the need to generate changes in production units based on a general vision that addresses change due to economic, political, social, cultural and environmental factors. Therefore, it recommends the implementation of the manager's strategic thinking to lead and direct the partners of an organization in achieving objectives from the local level with the formation of identity.

The objective of this article is to identify the processes present in the integration of plans and the dimensions of development in the peasant-based organization Linking and Agroecological Development in Café A.C. (VIDA) that evolved to integrate organizational development plans.

Theoretical framework

The instrumentation of planning as a tool for development is a construction with attributions from different theoretical approaches, which speaks of the complexity of development (Irausquín *et al.*, 2016). Although there is no consensus on the origin of planning, there is agreement on the classification by the method as normative planning and its evolution towards strategic planning. Initially it was implemented with the coordination of organizations specialized in planning with the objective of the economic development of nations (Blanco, 2013). In this sense, Lopera (2014) distinguishes at least three classifications for planning. The first is due to the form of implementation in which it points out: the bureaucracy developed based on hierarchies, decisions and democratic procedures based on the knowledge of these procedures; the technocratic related to the work of external advisors, focusing planning on economic indicators, where the expertise of the planner is the determining factor in the quality of the plan; and the democratic one in which citizen participation is sought. The second is based on the times for achieving specific objectives: they are plans in the short, medium and long terms. The third depends on the styles in which planning is developed: intervention, improvisation or reaction, and prevention or management of desired situations. This last classification, at the organizational level, is related to the different interactions from a local environment with the global phenomenon.

Irausquín *et al.* (2016) argue that planning is a complex exercise due to the dynamism of the dimensions that comprise it, such as the economic, political, social, cultural, territorial and environmental or ecological dimensions. They include the interaction of: production systems, goods or services, income generation and employment, macro and micro economic policy, public and private investments and commercial exchanges; public policies, power and decision relationships, participation, decentralization of resources and power, links, alliances and cooperation at the three levels of government (municipal, state and federal); history, customs, values, evolutionary context and education; the geographical location to design the strategies that can be implemented in the territory, ordering, access routes and planning; and knowledge of natural resources and their dynamic balance, biodiversity, ecosystems, conservation and recovery of systems and environmental policy; respectively.

From the managerial vision, organizations invest in the development of development plans designed from the execution, interpretation and analysis of specialized studies of productive and situational diagnoses with the purpose of

drawing up strategies that generate better benefits for the managers or owners of the company. In the case of peasant organizations, where the objective is the collective good, the need for accurate information is not ignored. Therefore, the need to develop collaborative links with similar organizations and organizations at the three levels for local development. Therefore, training for the creation of participatory processes and work agendas from the local level is considered basic, through the integration of territory, citizenship and government (Jiménez, 2018). This is related to a democratic training process: participatory planning and local participation from organizations.

The importance of the democratization of planning, from the technical side, lies in the integration and analysis of the greatest number of interactions present, to aspire to intervene with more efficient actions in the management of desired results. At this level, the ability to lobby for consensus on actions and the direction of strategies play a fundamental role in creating new results management strategies. This implies implementing planning processes from strategic thinking, with a leader who articulates and directs the organization according to the analysis of changing dimensions and factors, without reaching protagonism and unidirectionality in decisions (Yovera, 2020). Consequently, the participation of the members of a collective, the leadership that is exercised and the actions that are defined in the construction of collective action, are part of the strategic thinking necessary in an organization.

Regarding the planning phases, there is no consensus for the integration of a plan, in any of its variants. Cano & Olivera (2008) analyzed the general process of seven planning models. This analysis corroborates the absence of consensus but highlights a coincidence in the inclusion of an exhaustive analytical process, which consists of the preparation of diagnoses with reliable information; design a strategy or plan; a process of implementing this; and an evaluation or validation phase of the design product for feedback purposes. The latter, highlighting that it is a continuous or cyclical planning process. Consequently, these processes are established as planning phases for this analysis.

On the other hand, Padilla & Del Águila (2003) analyzed organizational forms from the business management approach and highlight what is exposed by the theory of structural contingency, indicating that there is no way of organizing that is the best. At the same time, they highlight that the best design depends on the context of the situation that is intended to be addressed. Furthermore, they point out a stage of post-industrial organization developed with the purpose of achieving greater flexibility to changing environments, and identify four moments in organizational adaptation: a) the information-based organization: focused on knowledge in which, in For the most part, necessary specialists participate and provide feedback in an organized manner, with a certain similarity to the origin of the technocratic planning mentioned above, b) lateral organization: with localized design schemes for the coordination of activities carried out in different units with decentralization in decision making, c) the hypertext

organization: related to the generation of knowledge within the organization, and d) the horizontal organization: generated around various processes or work flows to achieve improvements in the results of the interested parties. . In this way, an evolutionary behavior of the organizational forms can be inferred by integrating elements that add complexity to each form, presented chronologically for analysis.

This article addresses a case study of a peasant-based organization where the dimensions of development are identified in an organizational process that, reactively in the face of a moment of crisis, evolved to integrate planning processes reflected in development plans. This represents an approach in understanding the processes present in the integration of endogenous self-management plans in the transformation of a local reality with global influence. This exercise is proposed as an analysis of theoretical application of emerging strategy as an interaction and evolution of the agendas and plans implemented in the organization, understood as a process of strategy formation (Montoya & Montoya, 2013).

Methodological section

An exploratory investigation of the raised topic was carried out, including a case study of a peasant-based organization. The information available from the organization was systematized, consisting of six collaboration reports, six scientific articles, six postgraduate theses and one book. This systematization was developed in the period January-June 2022. From this, a graphic representation of the evolutionary process (timeline) was generated, which indicates milestones of the processes and relevant actions in two periods. The first considers the context and origin of the organization, and the second integrates the planning processes in which they manage their plans and actions through collaboration networks.

In addition, the systematization of information was complemented with in-depth interviews with six key informants from the peasant-based organization. With the purpose of identifying the stages of development in the organizational trajectory. Three founding partners, two current directors and an active partner of the organization were interviewed, with the aim of covering the transition of organizational evolution found in the available information.

The interviews took place in the Municipality of Ixhuatlán del Café in Veracruz, Mexico, in the period from May to June 2022, with a civil association considered a peasant-based organization; "Linkage and Agroecological Development in Café A.C." (VIDA), which allowed identifying in its trajectory the dimensions of development proposed by Irausquín *et al.* (2016) and its relationship with planning processes. This activity validated and reinforced the graphic interpretation, derived from the analysis of the information to identify the planning processes in the organization's trajectory.

RESULTS

From the review of the forms of organization and the systematic analysis of the information, the dimensions of development were identified, presented by Irausquín *et al.* (2016), a relationship was observed between the organizational forms exposed by Padilla & Del Águila (2003) and the planning integration process. At the same time, the stages of development are related to the proposed planning phases, finding that some works and actions carried out in these stages integrate previous actions or processes for the implementation of planning. In this way, these organizational forms are indicated in parentheses referring to the role of VIDA leaders and partners in the three stages of development indicated, and which are linked in the analysis to the coffee production system, as shown in Figure 1.
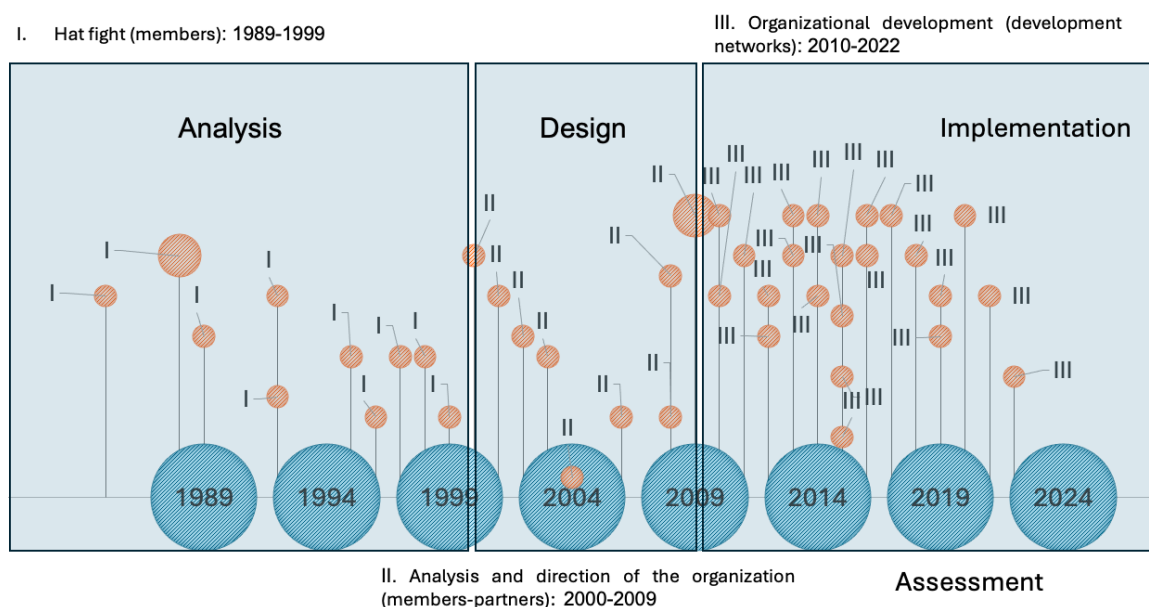
Figure 1. Stages of development and planning stages identified in the VIDA organization.
Source: Own elaboration with data from the systematization of information and interviews.

The sombrerazo fight and the origin of the organization VIDA A.C.

As a result of the economic crisis of 1982, in the 1980s the public policy of the Mexican State changed course, beginning a process of structural adjustment that consisted of the privatization of public companies with the purpose of promoting private investment and increase the efficiency of economic activities. This meant the elimination of subsidies for agricultural inputs and the disappearance of institutions supporting the primary sector, such as the case of the Mexican Coffee Institute

(INMECAFE) in 1989, which had been planned to be completed within a period of three years and its liquidation was carried out in three months (Vásquez, 2014). With the disappearance of INMECAFE and other institutions supporting the primary sector, a wave of protests began to emerge from rural producers expressing their disagreement with the public policy that disadvantaged small producers (Sánchez, 2004). The rural demonstrations were led by peasant organizations that expressed discontent with massive marches requesting the recovery of care programs for the primary sector, including that of the coffee sector. Added to the crisis in this sector since 1982 with the fall in the price of aromatic products at an international level was the fact that the quota system of the International Coffee Organization (ICO), which had been canceled that same year and which allowed the regulation of the international coffee price.

The disappearance of INMECAFE implied the cancellation of technical advisory services and income advances that small coffee producers received prior to their harvests as support for marketing. At that time, small-scale coffee producers represented 93.7% of the planted area nationwide (Villaseñor, 1987). In 1989, small coffee producers from the municipality of Ixhuatlán del Café joined the state representation of the State of Veracruz of the Unión General Obrera Campesina y Popular A.C. (UGOCP)[5]; because, at that time, their demands were compatible with those of that organization. The UGOCEP's request list included the recovery of coffee delivery sheets from the 1988-1989 harvest cycle. The achievements of the UGOCP's struggle benefited the small producers of the municipality of Ixhuatlán del Café with the recovery and collection of the outstanding amounts due for the liquidation of INMECAFE, and they also obtained the concession of some coffee processing equipment.

In 1991, government agencies offered resources to support productive projects operated by organized women with the objective of strengthening their economic autonomy. At that time, in the municipality of Ixhuatlán del Café, five groups were formed, with 50 members each, to request financing through the Industrial Agricultural Units for Women (UAIM). UGOCP leaders invited these women's groups to join the marches to put greater pressure on the State. The participation of women in the marches marked an event of female activism in the UGOCEP members of the Ixhuatlán del Café region. The participation of women in the marches was essential for the preparation of food for the protesters and in carrying out collections (boteo) to gather resources and support the sit-ins. With the participation of women who led the first rows in the sit-ins and in the takeover of state and federal government palaces, they allowed the authorities and legislators to hear the voices of small producers.

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[5] This social organization was created in 1986 to vindicate the functions of the State and defend the rights of the Mexican peasant sector, originating in the agrarian struggle.

The participation of women in the movements, marches and rallies with the UGOCP demonstrated their courage and allowed the role of women to be valued and made more visible, which led them to reflect on their strengths that they themselves were unaware of (Illescas *et al.*, 2022).

The social struggle allowed the organization of small coffee producers in the municipality of Ixhuatlán del Café to nominate in 1992 a candidate from the Revolutionary Workers' Party (PRT) with the support of the UGOCP. Although the candidate from the left did not win, due to the number of votes obtained, they had to appoint a councilor from one of the marginalized coffee-producing communities in the municipality. Political participation consolidated the formation of political cadres and the integration of leaders from different communities in the municipality of Ixhuatlán del Café. At the same time, it allowed the integration of women and young people for the training of political leaders and youth cadres. In this way, an alliance was achieved between PRT-UGOCP-Party of the Democratic Revolution (PRD) to nominate a candidate for the presidency of Ixhuatlán del Café and they won to govern in the period 1995-1997, with a leader of the UGOCP being elected. as president of the municipality of Ixhuatlán del Café

In the municipal administration of the 1995-1997 triennium, the interest arose to effectively address peasant demands and, to this end, they created the Ixhuateco Citizen Front (FCI) made up of UGOCP-PRT, two agents from the National Action Party (PAN) and one from the PRD. Through the FCI, a Citizen Advisory Council (CCC) was created made up of natural leaders who were people of good reputation, credibility and representation of their communities. The FCI functioned as a Council of Elders to supervise the municipality's resources allocated to public works. The main function of the CCC was to prioritize and evaluate the public works necessary for the application of the municipal resource. The members of the CCC had a voice and vote in the council meetings to make decisions about the allocation of municipal resources for public works. The participation of the CCC in the town council made it possible to benefit the most distant and most socially disadvantaged communities with public works.

At the same time, the president of the Municipal Comprehensive Family Development (DIF) of Ixhuatlán del Café promoted the training of technical staff at the Municipal Studies Center (CESEM) "Heriberto Jara", located in Xalapa, Veracruz. The training they received allowed them to identify the need to attend to the educational part, especially for the women of the Ixhuatlán del Café municipality. They also carried out diagnoses of the state of public services, which prioritized the opening of communication routes, electricity and drainage in terms of municipal investment.

In this period of management, the president of the DIF began work aimed at working with women and children in the localities. He created a health commission that alternated with educational work. This educational work focused on municipalism

and community development in which it taught about the origin of public resources, the forms of allocation, the authorized amounts, the forms of administration and the budget items that made them up. A collaboration was also achieved with the National Institute of Anthropology and History (INAH) with the project called "The rescue of the social actors of medicinal flora in Mexico." This project sought to rescue the knowledge and wisdom of the groups originating from the states of Guerrero, Puebla and Veracruz. The project detected and identified traditional doctors who, locally, were called hueseros, herbalists, healers, cleaners, sobadores and curanucas, to create synergies with the health agents of the municipality. As part of the project, medicinal plants were identified for conservation, sterilization and use through traditional herbalism.

In 1998, a group of producers from Ixhuatlán del Café established a collaborative relationship with the Eastern Regional University Center (CRUO) of the Autonomous University of Chapingo. The group's work focused on the analysis of women's decision-making and their power role in the family structure. In the analysis, they addressed issues of land ownership and its influence on the extended family, which then gave way to the implementation of workshops for the empowerment of women, composting, obtaining organic foliage, and an entire training program. of productive and agroecological management of the coffee plantation. After the training actions, an internal planning meeting was held with the participation of the leaders of the Ixhuatlán del Café organization, who were trained at the "Heriberto Jara" Municipal Studies Center (CESEM), and young children of the leaders and partners

This effort of reflective analysis made it possible to rescue the collective and individual experiences around the coffee production system. The work carried out concluded in the revaluation and rescue of local knowledge and knowledge of coffee management as a productive system and not as a coffee plantation, they rescued the importance of maintaining food sovereignty and, with it, maintaining the diversity of food products available in the coffee system.

Monitoring of previously managed projects that were still underway. In addition to identifying the causes that led to the gradual abandonment of some productive projects. This process of analysis of the socioeconomic and environmental reality led to strategies towards reducing external dependence and initiating work focused on strengthening and organizational development, through its own association with clear objectives.

Derived from the above, they began with participatory planning, beginning with a productive diagnosis of coffee growing in the region to obtain accurate and updated information for decision-making. The productive diagnosis of the coffee system was developed with the support of CRUO personnel. For the productive diagnosis, they carried out transects throughout the territory that allowed them to evaluate the in-situ plots of the state of the coffee system on slopes and plains and its relationship with the quality of the coffee. They identified the coffee system with high, medium and

low shade, as well as the type of vegetation that provided it (Ramos *et al.*, 2020) and its different uses: ornamental, food, medicinal and cultural. According to the results of the productive and participatory diagnosis of the coffee system, they launched actions aimed at agroecological practices and a monitoring mechanism of the differentiated production system in which they sought to support the quality of coffee with quality cupping at a rate with previously trained staff.

Parallel to these planning and development activities, social activism continued as part of its union participation with UGOCP. In the period 2001-2002, social mobilizations were regrouped into anti-corporate demonstrations that included peasant movements (Sánchez, 2004). This period of intense mobilizations and in the absence of a solution to the demands, the peasant organizations of Mexico made themselves heard with the slogan The countryside can't take it anymore! The pressure they exerted concluded, finally, in the signing of the National Agreement for the Countryside in 2003, which gave a solution to the peasant demands. The National Agreement for the Countryside was published in the Official Gazette of the Federation on April 28, 2003, and it established support schemes for the rural sector through productive projects, where the leaders of the organizations participated in the selection. of the projects to be financed. Because the resources were insufficient to finance the complete portfolio of productive projects proposed by the peasant organizations, discontent began to arise among small producers within the organizations, and some groups separated from the UGOCP to seek new paths of development such as It was done by small coffee producers in the municipality of Ixhuatlán del Café, state of Veracruz.

From that year on, the fighting movements were greatly reduced, with the implementation of windows for the reception of productive projects. This mechanism for implementing field care policies began a management process for access to resources to support coffee producers, through productive projects. These projects were received for organizations or producers that met the requirements established in calls and were subject to an evaluation and technical ruling process. The financing was not enough to support productive projects. The authorized projects did not satisfy the needs of the partners due to lack of resources, and this generated disagreements within the UGOCP. These disputes began a process of gradual resignation of the partners.

The partners of the UGOCP of the municipality of Ixhuatlán del Café, by carrying out productive diagnoses of the coffee system, previously integrated planning actions with the participation of their leaders and partners. They strengthened their collaborative relationship with public educational institutions such as the Chapingo Autonomous University, and other social organizations linked to the peasant sector such as: National Network of Sustainable Coffee Organizations A.C. (REDCAFES). These collaborations allow the partners to identify the favorable edaphic, climatic and diversified shade conditions that would allow them to produce quality coffee. The collective reflection effort derived from the studies, diagnoses and exchange

of experiences led the producers to set a new objective and vision of the social organization for the UGOCEP members in this municipality.

The collaboration carried out with REDCAFES allowed them to visualize the benefits of marketing certified coffee, in this case organic certification. In 2008, they organized a meeting to invite their fellow producers with whom they had worked to present the idea of becoming certified with the support of REDCAFES, through the organization Cafetos de Neria, located in San José Neria, municipality of Chocamán, Veracruz. In this interaction, the vision of agroecological work that they began in Ixhuatlán de Café with colleagues and partners of the UGOCEP was explained and they agreed to begin the certification process with the Mexican Certification Company of Ecological Products and Processes (CERTIMEX), under the shelter of Cafetos de Neria.

The interested parties met in Ixhuatlán del Café to carry out an analysis of the activities they carried out for the transition to agroecological production since 2002. They achieved organic certification in 2008, since they had everything properly documented of the activities they carried out within the system. Coffee that was free of agrochemicals. This allowed the first sale with a price agreed in advance of the profit. The processing was carried out in the municipality of Chocamán to be stored in the REDCAFES warehouses. In the 2007-2008 harvest cycle, the price of coffee increased to be above the price agreed with the buyer. This situation generated discontent among REDCAFES members. The producers of Ixhuatlán del Café explained the situation in a meeting and got the buyers to promise to pay at a price higher than the agreed upon price, but they did not match the market price that prevailed at that time. The result was that some producers sold their coffee under these sales conditions and others chose not to do so and preferred to sell the coffee on their own.

Given this critical experience of having made a sales agreement with the protection of a third party, at a time when the price of coffee had a recovery of 33.3% above the agreed price, it meant a revaluation of the efforts made, and they observed the drawbacks. of marketing with an organization without solidity in the commitments made in marketing. As a result of a collective situational analysis, it was decided to integrate the civil association VIDA, protocolized in 2009, with the intention of establishing organizational processes in the regions, based on principles of revaluation of knowledge, the dignity of peasant life and the creation of identity with coffee production.

Analysis and direction of the organization

In the previous section, the origin of the organization was narrated in a general way as a local organizational process. Three milestones are identified throughout the trajectory of the coffee producing partners in the municipality of Ixhuatlán del Café

to form VIDA. These events are located at the highest points of the timeline in Figure 2. The first occurred in 1988 with the beginning of the reductions in the functions of the State. Event that promotes the beginning of the organizational process and the social activism of the partners. The second originates in a time of strong migration of members to support the family, and with difficulties to cover debts incurred due to low coffee prices. The third is considered the return of the migrant members, two years later, when they actively join the organizational activities with a different and renewed vision.

In the second level in descending order of Figure 2, the collaborations achieved are observed, in the third are the training processes of the partners and leaders. At the fourth level, actions related to the organizational order are indicated and, at this same level, in the years 2000 and 2002, diagnostic processes considered activities or inputs prior to organizational planning occur. The specific actions of the fifth level organization are related to the coffee system. This ascending trend allows us to observe the dynamics of the planning process. For the specific case of VIDA, the moments of analysis were complemented with situational and productive diagnoses of the coffee system. These analyzes were conceived as organizational processes with different visions. The first from a radical vision, another integrative from educational and critical training and the last, from a vision of municipal participation. The latter related to the participatory planning process, in which greater emphasis is placed on local democracy through participatory processes for the generation of agendas (Jiménez, 2018).
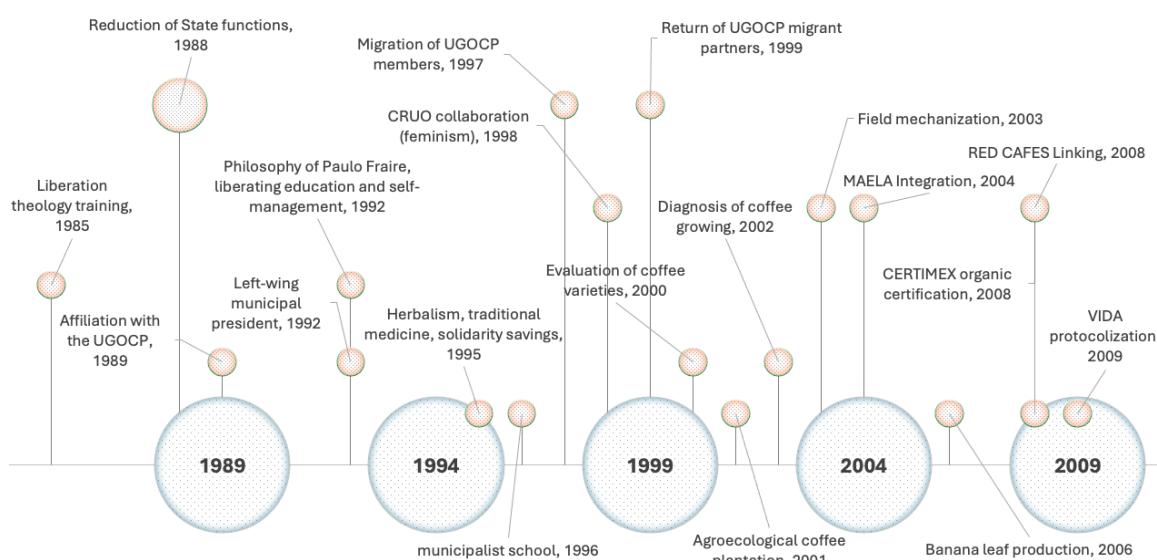
Figure 2. Timeline of the analysis and planning processes that gave rise to the VIDA organization.
Source: Own elaboration with data from Illescas *et al.* (2022) and interviews.

The national and foreign migration processes of members and leaders caused a change in the organization that marks a true milestone in organizational development that is the inclusion of women in the movement. The leaders and wives of the members were trained in empowerment issues in the absence of the head of the family. With this, the participation of women in planning issues was opened, also because of previous work that provided spaces for participation in social activism. After the reintegration of migrant partners and leaders into their communities, other collaborations are observed that contributed to the integration of VIDA's vision as an important actor in the agroecological movement and coffee production.

The information from the technical diagnoses[6] and participatory reflection analysis consolidated a new vision of the nature of the organizational movement, and new management directions. In which participation in peasant spaces and agroecological production played an important role for the promotion of a differentiated product and direct sales, with the aim of continuing and consolidating the fight for the partners' own objectives. The change in organizational paradigm allowed the direction of actions with medium and long-term objectives, involving the family without distinction by sex. In general, planning can be seen as a dynamic, constant process in changing scenarios to establish medium and long-term goals.
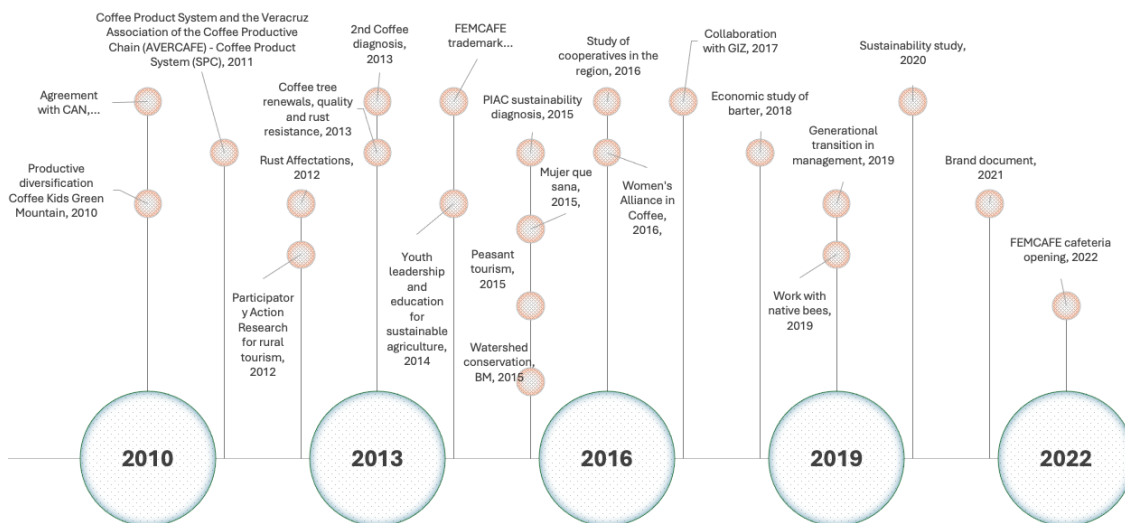
Organizational development

From the protocolization of VIDA in 2009, a stage of self-management organizational development begins (2009-2022) from its own organizational vision and principles, as seen in Figure 3. This period begins with collaborative work and the consolidation of projects planned in previous stages. It is extended to national and foreign organizations and institutions. This process resumes the momentum of the work carried out with agroecological coffee plantations, and in the management of projects for productive diversification, which allowed us to meet and collaborate with organizations such as Community Agroecology Network (CAN) and Coffee Kids, in 2010. The collaboration with CAN sparked the development of organizational processes through food sovereignty projects in which young people were integrated. This project required a presentation of results in Santa Cruz, California in the USA. The VIDA assistant took samples of the agroecological coffee to Bronson's cafeteria to sell the organization's coffee.

At the same time as these collaborations, in 2011 it was decided to participate with the Coffee Product System and the Veracruz Association of the Coffee Productive Chain (AVERCAFE), a parallel organization to the Coffee Product System

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[6] Work carried out by VIDA with the collaboration carried out with educational institutions, civil organizations and public organizations.

Figure 3. Processes developed in the self-management stage of the VIDA organization.
Source: Own elaboration with data from Illescas *et al.* (2022) and field information.

(SPC) created by the Ministry of Agriculture, Rural Development. Fishing and Food (SAGARPA). These organizations managed to have an impact on coffee public policy at the national level until 2018. In collaboration with them, they strived to allocate public resources not only for production, but also for the other stages of the value chain such as the beneficiary, transformation and certification with the purpose of integrating coffee growers into the other links of the value chain. The collaboration with CAN strengthened the coffee trade, however, for the 2011-2012 production cycle, rust damage caused the loss of plants in the coffee plantations and reduced production. Renewals began reactively with varieties such as Colombia and Costa Rica.

Starting in 2012, collaborations have been generated in which diagnoses and different studies are carried out around the organization and agroecological production of coffee. These studies are carried out with national and international education and research institutions. In the 2012-2013 production cycle, a new diagnosis of coffee was carried out, which showed that the impact of rust was more severe in low areas with less vegetation cover. It was also identified that coffee plantations with native plants suffered less damage. In this cycle in which it was already being marketed, applying chemical controls would mean losing this certified coffee niche in the international market. Given the different options offered, it was decided to do a thorough analysis of the coffee varieties to make recommendations to the partners. The selected varieties were Geisha, Marseillaise and Aztec Gold. The implementation of renewal plans was promoted with these varieties that have better quality attributes in rate and resistance to rust.

Until this point, coffee was sold without further processing. And in these last participations, it began with the idea of marketing with its own brand. In the agreement follow-up meetings, the ideas of selling roasted and ground coffee were presented. Opinions were also heard in which the difficulty of achieving this was explained. In the end, it was concluded to market coffee with the objective of highlighting the attributes of agroecological production, of a certified product and with the components of roots in the territory identified by the women of the association. This process involved a strong debate with the male members of the organization, because they saw a risk of losing the marketing achieved by exporting to the United States of America.

The work of convincing the women was based on the use of coffee that did not meet the export criteria, for its transformation and commercialization in Mexico. This proposal was reinforced with the inclusion of women in coffee growing and making their work visible. In this way, marketing began with the certainty of offering a different product, of quality due to its agroecological nature and with a historical burden on the livelihoods of families. In 2014, the FEMCAFE brand was registered and contacts had already been made with potential clients and sales improved with the organization's networks.

The participation in different spaces of the producers allowed the quality of the coffee to be improved until achieving coffees of excellence, based on cupping scores. By having achieved a differentiated coffee, it allowed us to have clients from a sector of society with high purchasing power. In this way, in 2015 the organization decided that they produced quality coffee, but few members knew how to differentiate quality coffee. Therefore, the VIDA organization began a training process to identify quality attributes and product diversification, with the intention of offering other sectors of the population quality organic coffee. The fact of having managed to transition from the uncertainty of cherry coffee prices to the processed coffee market made it possible to achieve stability through the direct sale of coffee. The processing of quality coffee achieved the diversification of presentations to the consumer's taste, offering the same qualities of coffee, under the principle of taking advantage of everything that is not exported; In addition, it allowed them to identify market trends. Managing production in microlots allowed them to meet occasional orders for specific varieties (Geisha, Bourbon and Marseillaise) with better sales prices.

In 2016, the first development plan of the VIDA organization was created with the participation of leaders and founding partners of the organization. This planning process was integrated based on a participatory diagnosis with the objective of measuring the resilience of the agroecological coffee production system in four dimensions: the environmental ecological, the economic, the sociocultural and the coffee system. The analysis allowed us to know the diversity of flora and fauna of the coffee plantations, the diversity and number of trees they had to provide shade, the products they obtain from it, who participates in the production process, the

activities carried out by the members of the family, the means for production and the integration of all these factors.

Derived from this participatory planning meeting, the results of the collaborative and training experiences were integrated, with support from the productive and situational diagnoses carried out previously. The main findings of this participatory diagnosis process allowed them to identify the strength of the organization in the social aspect, and the creation of links through community organization. In the economic aspect, the organization recognizes productive diversification as an aspect to improve, but they also point out a relationship between this and the environmental resilience of the coffee plantation (VIDA *et al.*, 2016). This analysis led to the need to strengthen links with sales to the final consumer and, with it, the transformation of coffee sales into short chains. The experience of having processed coffee certified with REDCAFES allowed them to know the risks and costs that this implies. Therefore, they focus attention on the integration of links and networks of trust to improve the prices and quality of coffee. From the resilience analysis aspect of the system, the low diversity among shade trees was observed, and the relationship with the low presence of native bees.

This diagnostic workshop is considered a formal exercise attached to the participatory methodology, which managed to define actions with specific objectives to contribute to the balance aspects of the system from the environmental part, the direct sale of coffee in the economic part, work on the formation of peasant identity and sustainable ways of life in the socio-cultural part, and reinforce organizational work, savings banks and food sovereignty in the resilience part of the coffee system.

The preparation of this diagnosis allowed us to carry out the development plan that, starting in 2016, is organically integrated into VIDA's organizational processes. The planning and evaluation process is carried out annually, with the purpose of focusing and directing specific actions to achieve its objectives. Quarterly monitoring meetings are held, and every time the managers consider it necessary, extraordinary meetings are called to resolve an immediate need or to address an emergency arising from the actions of the development plan. This plan contemplates its operation through a general directorate, a technical secretariat and a general finance coordinator, with the support of the commissions: agroecological production of coffee and associated crops; food sovereignty and solidarity economy; community health; education and training for community action; promotion of eco-techniques and clean energy; dignified life and good living; technological development; humid tropics; reforestation, conservation and restoration of forests; social, human and economic development; and biocultural tourism.

In 2017, VIDA collaborated with the German Society for International Cooperation (GÍZ) in a diagnosis to identify agroecological practices and the main impacts. This and all works of this nature are considered an information production

system that has served as input for planning and analysis prior to annual development plans. In the following years they continued with the development of research work, in 2018 the barter was analyzed from the economic aspect, in 2019 they carried out research on the topic of native bees identified in the 2016 development plan. In the renovation of the table VIDA board of directors of the year 2019, a momentous event occurred in the organization, it was integrated with young people from the training cadres of the generational change.

In 2021, a corporate identity and image manual is generated (Currás, 2010), defined as a brand document, in which the attributes of the coffee of the collective brand, presentations and a market analysis are presented to highlight coffee attributes, identification of market opportunities and trends. In 2022, the vertical integration of the chain is consolidated, with the opening of the FEMCAFE brand cafeteria. This event redirects the organization's activities with new goals, to understand the needs of customers by producers, which represents a connection opportunity for direct consumer-producer collaboration in brand positioning.

Discussion

In the graphic representation of Figure 4, the planning phases identified with which similarities were observed in the actions and processes throughout the history of the organization are integrated with the trajectory of the organizational movement. In it you can also see the relationship with the integration of the dimensions of development proposed by Irausquín *et al.* (2016) and its relationship with the phases of development, which in this case is adapted to an incremental inclusion in the integration of development plans, as described below.

In the first stage of development, a process of union integration into an existing organization with objectives and goals was observed. This affiliation is due to the compatibility of interest between coffee producers and the UGOCEP, at a time of crisis to request attention to their demands. In relation to the planning phases, in this period, the analysis phase for organizational development planning is highlighted, in which elements of the economic, political and social dimensions are integrated. Understood as a generalized process of interaction due to the crisis caused by the reduction of the functions of the State, intervened, from the social dimension, with the integration of coffee producers in mobilizations with the aim of demanding the functions of the State. These interactions focused the actions of the social mobilization agenda; sit-ins, marches and the seizure of facilities to meet the demands of the affected sectors, in this case of the peasant sector. By integrating the cultural dimension, it becomes possible to link the analysis with the beginning of the design. The organization stage is union and is considered the beginning of the analysis
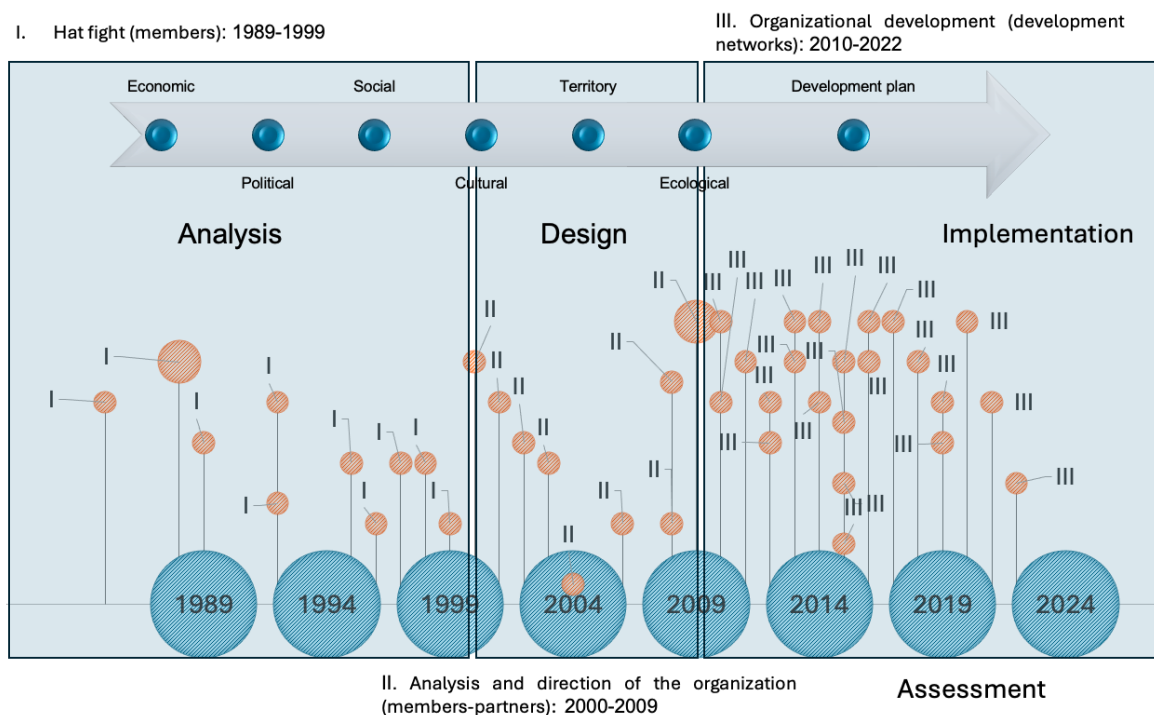
Figure 4. Identification of the dimensions of development in the integration of planning of the VIDA organization.
Source: Own elaboration with data from the systematization of information and interviews.

of the organization where the leaders of Ixhuatlán del Café identified the positions, functions and attributions that exist in the organization.

The next stage of development is called analysis and direction of the organization, considered as the beginning of the transition from members to partners (2000-2009). In this period, processes of awareness and analysis of the situation were identified to search for solutions to the problem from the local level, with management and collaboration initiatives aimed at common purposes. Stage that concludes in the consolidation of the vision and mission of a protocolized organization. This period involved the integration of the cultural dimension, which refers to the formal and informal training of the leaders and partners of a fraction of UGOCP.

This fraction gave rise to collective analysis, and they began to design an alternative with critical thinking through organizational and participation processes. The training process was key in understanding the situations of Mexican agriculture based on structural changes, related to the economic dimension, which triggered the social reaction to a crisis in the peasant sector. However, it was not the only moment of training, throughout the organizational history there are complementary training processes through efforts and collaborations with other organizations and teaching institutions, which favored research for the development of diagnoses, analysis and

creation of work agendas. A Participatory Action Research (PAR) process was also integrated, which consolidated actions and projects around the coffee production system, in a scenario of price crisis caused by trade liberalization.

The investigations and diagnoses carried out by the IAP in this period are considered the beginning of the planning phase. The ecological dimension was integrated into it, which adds the territorial vision of the agroecological coffee plantation as a system. And at the same time, it allowed the integration of a strategic development plan, derived from collaboration and participation as a network to achieve objectives. At the same time as this process, productive project management was developed to strengthen the development of the partners. However, since there were no diagnoses for the preparation of development plans, the management was carried out based on the project offer. , without a comprehensive planned objective other than the improvement of individual income. This initially caused a dispersed management dynamic. During the period between 2002 and 2008, work was carried out on a targeted action: the productive diversification of coffee plantations. In response to a problem analyzed with greater precision by the planning inputs developed.

The third stage of the 2010-2022 period called organizational development (networks for development), a moment in which it begins with the management, collaboration and construction of solutions from one's own vision, resuming productive activity, which allows collaboration through of a network of links with government and research institutions. The creation of an organization with an ideology and vision shared by the partners allowed the direction of the organization's actions from a participatory vision, preceded by the promotion of democratic and inclusive organizational processes for the generation of work agendas. The planning integrates collaborative diagnostic processes, which allowed actions to be taken in spaces related to the development of the agroecological model to produce differentiated coffee, thereby coffee is no longer a commodity.

It is important to note that the processes identified in the systematization of information are in temporal spaces, not necessarily linear, that some overlap and have different durations, although they are indicated chronologically for analysis, they do not refer to a systematic order. In some cases, these processes were developed without conceiving them from the indicated terminology, but in a practical way. Therefore, it can be argued from the observation of the organization's trajectory that the development stages of growth and interconnection for the development of organizations exposed by Holling (Velázquez-torres, 2015) are present in the historical narrative of the organization. Which highlights what was stated by Irausquín *et al.* (2016) on the complexity of development. Therefore, the need for a leader with a strategic vision argued by Yovera (2020) is reinforced, which makes it necessary to review the type of leadership in an organization like the one analyzed in this study. In the same order of ideas, the organizational forms indicated by Padilla & Del Águila

(2003) can be noted as the actions identified and related to the stages of development. The micro-organization in which it begins with the design of the organization idea, with the beginning of coordinated actions with different organizational units, decentralizing decision making. The hypertext organization designated as a structure that allows the generation of knowledge within the organization and is made up of different levels or contexts, which are integrated into a project. The horizontal organization in which the work is organized from various processes that link the activities carried out with the needs and capabilities of the partners to improve results for the benefit of those involved. Which allows us to infer that this organizational form integrates improvement processes, such as the integration of development plans. Thus, reinforcing the planning phases proposed for this analysis.

Conclusions

The present analysis of the implementation of development plans for a peasant-based organization allows us to see the compatibility of application of the organizational forms, which increase in the complexity of processes according to their type, as an evolutionary process of the organization around a system productive.

The integration of the dimensions of development in the analysis and design phase was identified as a prior step to the execution of plans and actions. Therefore, a development plan will allow the creation of links and collaborations, once there is a precise diagnosis of the productive system to which the organization is linked, to know and integrate the dimensions of development from its territoriality in the search for objectives. in the short, medium and long terms.

In the trajectory of the organization there are moments of withdrawal, caused by external (global) conditions. However, having a development plan since the creation of the organization allowed them to adjust reactively, in times of crisis, and corrective measures for management in the short and long terms. Which demonstrates the dynamism and multidimensionality of the process and, at the same time, the creation of resilience through development plans.

The analysis developed shows, in essence, a unique strategic plan based on the endogenous organizational conditions and territorial context formed during the organizational trajectory of coffee producers. Therefore, it is interpreted as an evolutionary (emerging) process of the organization achieved through participation in the search for solutions with different bodies and organizations, both public and private, national and international. This allowed the generation of information through collaborations, for the construction of a long-term project with 37 years of the history of peasant struggle.

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