



FINAL REPORT OF TECHNICAL ASSISTANCE CONSULTANCY

of

Paul Dulin, Watershed Management Specialist/Chief of Party

Chemonics International Consulting Division

June 1983 - December 1986

NATURAL RESOURCES MANAGEMENT PROJECT

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PREFACE

This document comprises the final report concerning my services as Watershed Management Advisor/Chief of Party of the Chemonics technical assistance team on the Honduras Natural Resources Management Project (NRMP) under USAID/Chemonics Contract No. 522-0168-C-00-3040-00. The report covers the period from 8 June 1983 to 20 June 1986, when I resided and worked in Honduras, and the period from 5 November to 15 December 1986, when I returned for a six-week follow-up consultancy.

This report is intended to cover only pertinent issues as they relate to Chemonics' scope of work and particularly to my own terms of reference. The reader is urged to consult Chemonics' annual and bimonthly reports for more detailed information concerning my activities during the periods mentioned. The report is directed primarily to AID's NRMP Project Officer and other members of AID's Rural Development Office. It also provides Chemonics' home office with a written record of the accomplishments of my employment during this period.

The report is divided into three principal sections and three appendices. The Introduction presents Chemonics' original scope of work for technical assistance and summarizes the activities of the Advisor. The Activities and Achievements section assesses the performance of the Advisor with point-by-point reference to the terms of reference for the Watershed Advisor/Chief of Party position. The Recommendations are grouped according to their relationship to ongoing project activities. Finally, the Appendices include additional information on the distribution of the level of effort expended under the position, a list of the reports and publications prepared or coordinated by the Advisor and a copy of a final list of recommendations given to the new NRMP Executive Director at the close of my final consultancy in December 1986.

It should be understood that any progress, achievements or goals met are products of all those involved with the project. I would like to think of myself as but one of the many integrated parts of the project organization. In essence, we are all responsible for the successes and shortcomings of the project.

I. INTRODUCTION

A. Scope of Work

According to the contractor's scope of work, "technical assistance will be provided to advise, assist and collaborate with the project office in the management, supervision, and implementation of the Natural Resources Management Project (NRMP)."

Assistance is to be provided in the following areas:

1. Management of the Choluteca Watershed. Provide assistance in the planning and management of field activities in priority work areas (subwatersheds).
2. Natural Resources Management Policy. Provide assistance in formulating proposals for new policies and institutional changes, both internal and external to the project.
3. Collection and Analysis of Data. Provide assistance to analyze data received by the National Cadastre Program and other agencies in the formulation of watershed management plans.
4. Project Management and Administration. Advise and assist the project office and field staff in planning, budgeting, operations, reporting, and in the procurement of project materials.
5. Training. Assist in the design of a training program for project personnel and participating farmers, and in the design of training courses, field manuals and other promotional and instructional materials.
6. Evaluations. Provide assistance in technical evaluations as requested by USAID.

B. Highlights

During the three-year period from 1983 to 1986, NRMP experienced quite an evolution. The project grew in size both geographically and economically (see Figure 1). Its organizational and operational structure, originally fragmented and without direction, now took on new cohesion. Project personnel came to know what the project was, what it should do and what it could do, given the inherent limitations of similar projects in Honduras. The central office and field activities

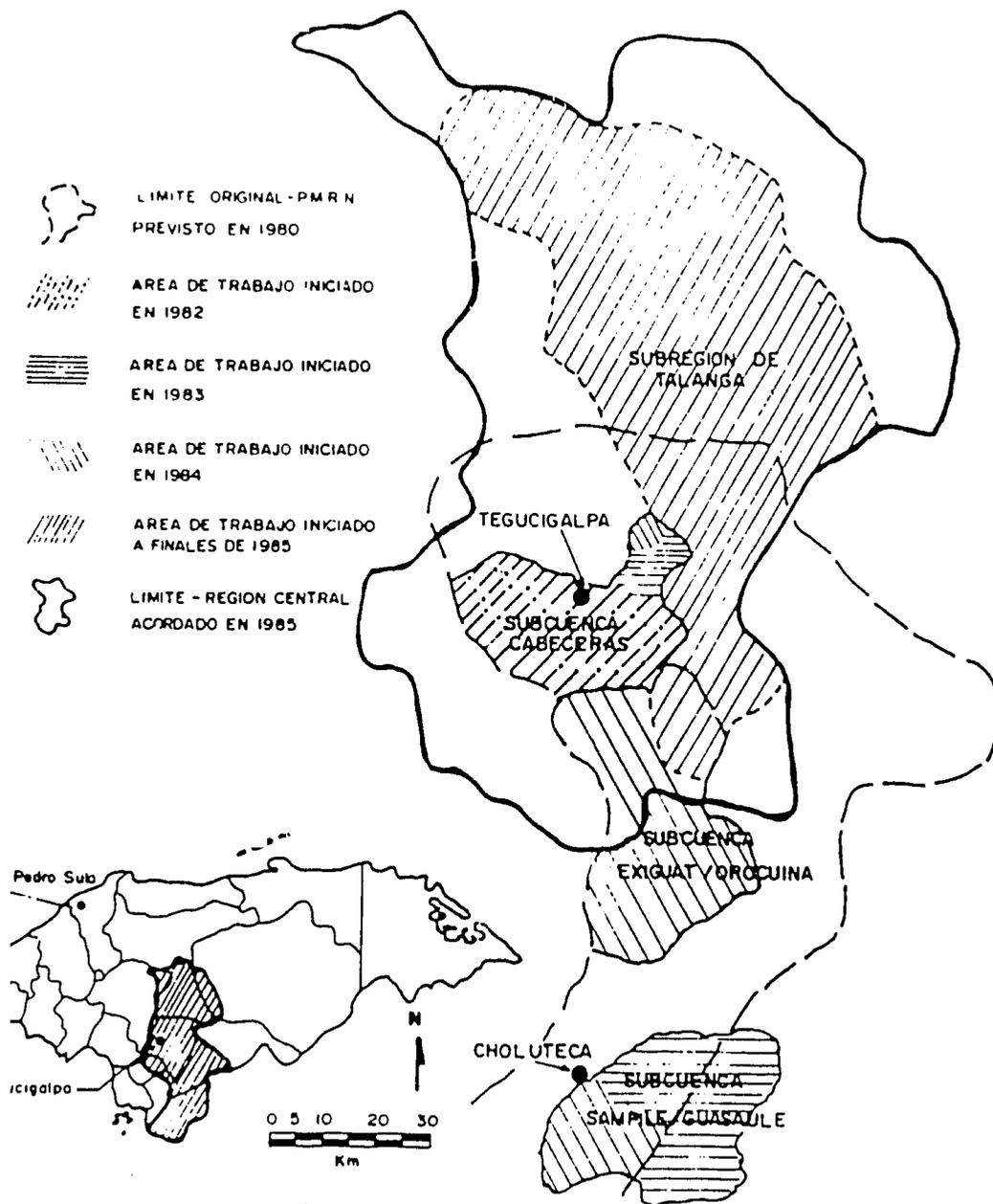


Figure 1. Progress of the Honduras Natural Resources Management Project, 1982-1985.

became more organized, better planned, and more smoothly and professionally executed.

For many, at both the national level as well as the international level, NRMP achieved impressive progress towards its goals. NRMP participated in or organized various seminars on natural resources management, becoming known as a project with "experience." At one time, AID called NRMP its best natural resources project (sponsored by the Agency) in the Latin American/Caribbean region. All parties and personnel involved had a hand in the NRMP's successes.

Recently, personnel of other projects and agencies within Honduras have solicited the NRMP staff for assistance in reorienting or strengthening their own activities. These include, but are not limited to: Proyecto Margoas, COHAAT, Compañeros de las Américas, COHDEFOR, SANAA, RENARE, Peace Corps, Escuela Panamericana, Asociación Hondureña de Ecología, CATIE, ROCAP and others. Perhaps this represents a more important achievement--one not originally considered in the project's design, but certainly within the spirit of its objectives. The project has trained more than 200 technicians internally, and participated in the training of hundreds of other technicians in other projects and agencies involving different aspects of watershed management, extension, soil conservation, agroforestry and pasture management. The project has, to date, touched over 7,000 participants directly; over 6,000 of those are still receiving technical assistance in one or a number of conservationist and income-generating activities. This yields over 35,000 indirect beneficiaries of project assistance (family members).

C. Recent Upheavals in Project Operations

It is no surprise to anyone that the change in government in January 1986 would bring about abrupt and significant changes in the organization and output of the project. Heads were slow to roll but, for project personnel, roll they did. This, coupled with normal attrition, plus the fact that some 18 of the best qualified field people left on scholarships, brought about significant personnel changes. Major changes at the central and subregion levels included the Executive Director (C. Rivas), Subdirector (R. Serna; J. Guevara), the Forestry Specialist (I. Abastida), the Project Coordinator/Subdirector in the Regional Sur (J. R. Fasquelle) and all the subwatershed supervisors. Field personnel changes (new) were estimated at 33 percent, including replacements for those who left to study, plus numerous "paracaidistas" (political appointees). Rotations and reassignments of personnel with the project before 1986 plus newly contracted personnel this year represent new positions for about 85 percent of the total field personnel.

The impacts of so many changes are somewhat perplexing:

- The desertion from project participation or decomposition of about 105 farmer groups and abandonment of approximately 1,000 participants. Some of these groups disbanded, not wishing to continue receiving project assistance, but the majority were "lost," or deserted by the project itself due to the numerous changes in personnel and disorganization within the Natural Resources Secretariat.
- The organization of the Southern Regional has been so poor since the change in its director that project resources have been misdirected, interpersonal conflicts have been numerous, work quality and quantity have dropped significantly, and morale is extremely low.
- Fully one-third of the project's field personnel had to be trained essentially from scratch; many of the new field technicians are not particularly qualified for the positions for which they were hired.
- Project personnel were not paid until July and August, causing obvious motivation problems.
- There is currently little control, managerial or administrative, over project vehicles and materials, with "personal use" problems beginning to surface.

These are serious problems that have led to major setbacks in the project's progress, especially when compared to the last three years of successful growth. The multi-million dollar investment that the Government of Honduras (GOH) and AID have in this project must not be squandered. Actions must be taken by all those involved to get the project back on track, better organized and back under control.

D. Summary of Advisor's Activities

This subsection summarizes the principal activities I carried out or coordinated during my three years as Watershed Management Advisor/Chief of Party. These activities are more fully developed in Section II of this report.

During 1983, the principal activities were oriented toward the watershed management plan--essentially, the project plan for the NRMP. The project was in some disarray and needed to refocus its organization at central and field levels, as well as refine the technical interventions which were being promoted to the

project's participants. A series of field trips were taken to visit other conservation projects in Honduras and to NRMP field offices to assess the past and present activities, both technical and managerial. Later, a work plan was devised whereby all project specialists participated in the preparation of the "Plan de Manejo de las Cuencas de los Ríos Choluteca y Sampire/Guasaule." Through this plan, the project solidified its organization, direction and technical focus.

In 1984, emphasis shifted to decentralizing the planning and evaluation process so that the extension agencies and their personnel could discern the potential and need for technical assistance in their own work areas. A system was developed to incorporate members of the extension agencies and the technical specialists into annual and monthly planning and evaluation activities. The first project-wide annual internal evaluation was held in Siguatepeque in November 1984. The project grew in geographical size with the opening up of the Texiguat/Orocuina Subwatershed. The project began its development of communications and instructional materials needed for extension and training.

The year 1985 brought still improved refinement of the planning and evaluation system--the agencies began a monthly planning and evaluation scheme designed to provide better control and supervision of their activities. The planning system as well as other technical components were moved into eight new extension agencies brought to the project with the creation and funding of the Central Region of the Natural Resources Secretariat. This year also saw a technical refocus of the forestry component to agroforestry as the most appropriate methodology to implement reforestation on small farms. The Women in Development component was also added to the project in 1985. A concerted effort was placed on the development of technical manuals, with three (Pasture and Cattle Management, Piscicultura and Soil Conservation) published in the course of the year. Also, a series of audiovisual materials was produced, including three filmstrips, a rotafolio (flipchart) and more than 4,000 slides organized into the slide library.

My contract ended in June 1986. During the period from January to June, emphasis was placed on "leaving the legacy," that of putting technical interventions in good order for what was to be an orderly departure. During this period, a full-color publicity pamphlet was produced detailing the project's organization, philosophical and technical focus and illustrating some of its achievements from 1982 through 1985. A video was also produced to be used in orientation and training activities as well as for public relations. Finally, a procedures manual detailing the techniques and tools for project organization, planning, evaluation and management of natural resources projects was completed in draft form. The manual was revised and edited

in December and was published on 16 December 1986, during a final consultancy to the NRMP. My consultancy during November and December was also used to carry out the annual internal evaluation for the NRMP for 1986 and to supervise the annual planning workshop for 22 extension agencies to produce their work plans for 1987.

Throughout the life of my contract, as Chief of Party I advised the Executive Director of the NRMP and USAID's Project Officer on project management, staffing, strategy development, administrative matters, and procuring project equipment. I administered the Chemonics/USAID technical assistance contract in: supervising and coordinating team members, logistics, accounting, reporting, procurement, hiring and supervising short-term consultants, evaluations, and personnel benefits and allowances. I also wrote and negotiated two one-year contract extensions.

II. ACTIVITIES AND ACHIEVEMENTS

In the following sections, certain achievements and activities are discussed as they relate to the terms of reference for the Watershed Advisor/Chief of Party position. Activities mentioned were either executed directly, supervised, or coordinated by the Advisor.

Originally, only the terms of reference for the Watershed Advisor were given. Later, with my official appointment to the Chief of Party or Team Leader slot, these terms were added to those of the Watershed Advisor. The Chief of Party designation essentially made the Watershed Advisor a counterpart to the GOH Project Director as well as to the USAID Project Manager. The terms of reference also include the administration of the Chemonics/USAID technical assistance contract.

Because of a series of alternatives in the scope of the policy component of the NRMP, the Watershed Advisor/Chief of Party also provided limited assistance to the project office in an effort to improve both the internal organization of the project and inter-institutional collaborations and arrangements. The following represent the original terms of reference as stipulated for my position in the USAID/ Chemonics contract. Over a period of three years, they were slightly altered or amended to include activity areas not originally considered; these have been included in the following sections.

- A. Assist in identification of information requirements regarding climatological, hydraulic, vegetative and other needs and propose strategies for filling information gaps to generate data required for watershed plans.

1983

- Reviewed information available at project office and assessed data gaps/needs, and reviewed status of data procurement for project by PCN and clarified data priorities content and deadlines with PCN personnel.
- Initiated first phase of planning process to review existing data/sources by assigning information collection responsibilities to each project section's specialists and counterparts.
- Organized a project library. Procured documents, publications and texts for library.

- Delimited watershed, subwatershed and UOC boundaries.
- Collected and consolidated maps concerning soils, topography, life zones, population, land use, etc., into map library. Contracted cartographer/map librarian.
- Established "Information and Logistical Support Section" to manage textual and mapped information and its dissemination.
- Assisted in design and analysis of profiles of the UOC used in orienting technical assistance approaches.

1984

- Completed natural resources base maps (including those of CATASTRO) in March.
- Finalized base maps for the Namale Subwatershed in time for planning phase to be carried out in January 1985.
- Delimited UOC boundaries, elaborated Texiguat/Orocuina Subwatershed.
- Developed critical data bases (maps, climatic data, etc.) and disseminated them to field staff in all project extension agencies.

1985

- Procured cartographic base maps for Talanga Sub-regional.
- Collected and reviewed baseline information and maps of Namale Subwatershed.
- The Promotion and Extension Section and the Watershed Section collaborated to produce and distribute base maps for all participating extension agents.

1986

- Developed farm-level monitoring scheme (farm registers) for tracking inputs, production levels and economic return of technical interventions promoted by the project.

- Readied cartographic map mosaics for 21 extension agencies.

B. Assist in the development of watershed management plans at the detailed and global level, and annual implementation plans for execution of such plans within the scope of the project.

1983

- Initiated watershed management planning processes and related short-term work plans for project specialists.
- Developed an annotated outline for the watershed management plan that assigned responsibilities to all specialists in their respective disciplines.
- Coordinated the development of work plans for UOC teams.
- With counterpart, co-edited Watershed Management Plan.

1984

- Final draft of "Plan de Manejo de las Cuencas de los Ríos Choluteca y Sampile/Guasaule submitted on 29 March," delivered to printer in June, published and distributed in July.
- Developed annual work plans for all UOCs in January and February, including goals, strategies and calendarization.
- Established programming scheme for specialists oriented around coordinated field visits and based on on-farm activities and agricultural calendar.
- In January, established and put into operation bimonthly work plan scheme for UOCs (disaggregate of annual plan).
- Redesigned and streamlined annual work plan format; annual work plans for extension agencies (UOC level) were developed by all field personnel with assistance from national and extranational specialists in the two-day planning event in Siguatepeque (22-23 November).

- Developed a new monthly planning scheme, replacing the bimonthly format, to better respond to programming at the extension agency level (December).
- Developed an annual work plan scheme for project specialists; each technical section developed its own plan.
- Developed a monthly planning scheme for project specialists based on the disaggregate of their annual plans.
- Convened meetings to discuss adoption of NRMP methodology in the Dirección Regional Sur.
- Developed work plans for all UOCs in Texiguat/Orocuina with tentative goals and priorities for second half of 1984.

1985

- Reviewed annual 1985 work plans for 13 extension agencies and returned them to their respective agencies.
- Revamped formats for the annual work plan and monthly planning and evaluation process of extension agency level to reflect the activities and needs of Regional Offices (Central and Sur); according to field technicians, new formats filled their needs for planning and reporting.
- Organized seven additional extension agencies (Talanga, El Porvenir, Minas de Oro, Guaimaca, San Ignacio, Orica and La Villa San Francisco) under the NRMP planning and evaluation methodology.
- Revised and returned annual 1985 work plans for project specialists.
- Developed a monthly planning and evaluation process and carried it out throughout the year with participation of all specialists.
- Developed 21 annual 1986 work plans with new format for their respective agencies, with input of all central office specialists.

1986

- Coordinated the annual planning process for project specialists (1986).
- Designed and coordinated the 1987 annual planning process for 22 extension agencies in three planning events (each subregion); reviewed and supervised the completion of plans with other project specialists.
- Wrote NRMP Annual Work Plan for 1987.
- Completed and published "Procedimientos para el Manejo de Proyectos de Recursos Naturales"--the procedures manual for NRMP's planning, monitoring and evaluation process.

C. In collaboration with the other advisors and counterparts, participate in the training and skills transfer to the project field staff and farmers.

1983

- Coordinated planning process as in-service training to specialists.
- Participated in several courses and seminars carried out by the Promotion and Extension, and Soil Conservation Sections.
- Assisted in the identification of training needs and in the procurement of instructional resources.
- Designed and carried out a short course on formatting for the watershed management plan for project secretaries.

1984

- Contracted and trained personnel in project organization, philosophy and principal activities to be carried out in Texiguat/Orocuina Subwatershed.
- Provided two-day training for field personnel in watershed management. Some 55 field staff participated in Tegucigalpa (Cabeceras) and Choluteca (Regional Sur).

1985

- Trained personnel from all 13 extension agencies in the monthly planning and evaluation process.
- Trained personnel from seven new extension agencies in the Talanga Subregion in planning and evaluation methodology.

1986

- Trained 150 project extensionists in planning and evaluation process used for development of 1987 annual work plans at the agency level.
- Transferred the procedures for planning and evaluation (annual and monthly) to Information and Documentation Section so that they can supervise process.

D. In consultation with other specialists and counterparts, collaborate in the design of watershed management practices.

1983

- As part of planning process, initiated efforts to consolidate agricultural and forestry objectives and techniques into an integrated approach.
- Collaborated with the Forestry Section in developing agroforestry and forest management approaches/practices.

1984

- Established initial promotion and demonstration plots in soil conservation and reforestation.
- Developed substantial collection of slides for use in orientation, training and promotion at managerial and technician levels.

1985

- Reviewed and edited five technical manuals for technical and editorial content. The Pasture and Cattle Management Manual was published; the Forestry Manual was torn into little bits and a new outline was prepared; the Soil Conservation, and Promotion and Extension manuals were reviewed and returned to their authors for final drafting; and the

Pisciculture Manual was reviewed and reorganized for publication in early 1986.

E. Assist in the identification and evaluation of sites for fieldwork in the selected subwatershed.

1983

- Coordinated the collection and consolidation of information/maps necessary for characterizing and evaluating field sites and field reconnaissance.
- Assisted in the selection and field reconnaissance of priority work areas for soil conservation and reforestation activities for each of the UOCs.

1984

- Field reconnaissance and selection of priority work sites and headquarters established in three new UOCs (Texiguat, Orocuina, Soledad).
- Initiated and finished informative profiles for UOCs in Texiguat/Orocuina Subwatershed.

1985

- Field reconnaissance carried out by central office specialists in the Namale Subwatershed.
- Report prepared advising not to enter Namale because of presence of large European Economic Community project already working with the Natural Resources Ministry; no further activities carried out.

1986

- Delimited new geographic extensions of work areas of seven extension agencies in Talanga Subregion (on topo maps).

F. Collaborate in supervising the implementation and evaluation of watershed management techniques by the field staff and other related personnel.

1983

- Assisted in the evaluation of soil conservation techniques being promoted within the project area (field visits, discussions with specialists).

1984

- Set up monthly evaluation scheme to provide accounting of project activities; scheme modified in December to reflect necessary changes and simplification.
- Ongoing observation and feedback to provide quality control at UOC and individual levels.
- Designed first internal evaluation of NRMP in collaboration with the Recursos Humanos Department of the Ministry of Natural Resources, with the Promotion and Extension Section and the Executive Director.
- Carried out evaluation in Siguatepeque 19-21 November with 75 project employees.
- Prepared the proceedings of the internal evaluations in draft form. These were published in January 1985.

1985

- NRMP was able to organize an annual internal evaluation event for each of the subregions (Cabeceras, Sur and the new Talanga); being the second effort, the evaluation went much more smoothly and effectively.
- Although fairly explicit in the monthly evaluation formats, instructions were not followed, nor did supervisors monitor the process, thus resulting in some confusing and incorrect data; a new instruction pamphlet was prepared to prevent many of the recurring problems.

1986

- Developed format for monitoring of project's technical interventions (including maps, basic farm data and data sheets for agriculture, reforestation and pasture management).
- Developed and distributed "Ficha del Productor Asistido" as basis for control and reporting of technical interventions at the farm level.

- Designed and coordinated annual internal evaluation for NRMP in its three subregions for a total of 160 project technicians.

G. Assist in project activities related to forest management in general and, more specifically, in the development of forest crops and reforestation practices.

1983

- Collaborated with Forestry Section in developing approaches to forest management and agroforestry and in species selection.
- Collaborated with the CATIE/COHDEFOR Fuelwood Project in an attempt to create mutually cooperative work plans and activities in the watershed.
- Assisted with reconnaissance of sites for nurseries in Sampile/Guasaule.

1984

- Basic information was provided to and discussed with specialist in reforestation. Problems still exist in that several species selected by project are not appropriate to agro-ecologic zones. Seed was procured at CATIE, but it was of poor quality.
- Held numerous meetings with personnel of CATIE/COHDEFOR Fuelwood Project to initiate collaborative effort in watershed. Fuelwood Project did not follow through.
- Established contacts with the Commonwealth Forestry Institute at the University of Oxford to provide seed for two full species trials for 25 drought-resistant species; sites were selected in Texiguat and Soledad; seed was delivered in January 1985.
- Collaborated with the ICRAF/CATIE Worldwide Agroforestry Inventory.
- Held numerous discussions at field and central office levels to promote agroforestry as more appropriate medium of reforestation than that of pure plantations. An increase in agroforestry plantations was achieved in the 1984 season.
- Acquired a large number of publications and guides on agroforestry for project library.

- Made efforts to sign a collaborative agreement with COHDEFOR for management of area; COHDEFOR has been reluctant to collaborate and has delayed entire process.

1985

- Developed a forestry management filmstrip to be used for promoting conservationist harvesting and forest protection techniques to project participants.
- Gave short course in agroforestry to all project personnel concerning the findings and recommendations of the consultancy of Robert Peck.
- Established some 40 agroforestry demonstration plots this year. If monitored and maintained, they should provide a good basis for promoting these techniques.
- The project hired an additional forestry specialist to carry out the development of a forest management plan in collaboration with local extension agents. Technical advice was provided to the specialist on the overall plan design; however, efforts were diluted by indecision at the director's level as to objectives of the plan. Problems inherent in the development of real forest management in the area are caused by the failure of COHDEFOR to provide collaboration and in the opposition of local resin and fuelwood cooperatives to having their forests managed.
- Two draft forestry manuals were reviewed and rejected for lack of content. Designed a new annotated outline to attempt development of an appropriate manual.
- Two field trials to test drought-resistant species were planted in Soledad and Texiguat with seed acquired from the Commonwealth Forestry Institute of Oxford; erratic rains and the absence of maintenance on the part of the project have all but eliminated these trials.

1986

- Developed and discussed new outline for forestry manual with new Project Forestry Specialist (J. R. Fasquelle).

- Assisted in preparation of two agroforestry and plantation-harvesting pamphlets with new Forestry Specialist.
- Assisted new Forestry Specialist (H. Cruz) in component strategy for 1987.

H. Define with other mandated agencies the policies, projects and programs needed to optimize natural resources management in the project area and create a basis for collaboration and support between the project and other institutions in an effort to resolve conflicts and expedite management activities.

1983

- Collaborated with personnel from SANAA in an effort to develop an integrated watershed management approach for Río Guacerique.
- Developed a proposal for road development to Parque Nacional "La Tigra" in collaboration with RENARE.
- Ongoing coordination/collaboration with Peace Corps officials and volunteers within and outside of the project.
- Assisted in renewing contacts with COHDEFOR to update and revise the COHDEFOR/NRMP Cooperative Agreement in order to address serious forest management problems in the watershed.
- Assisted in contacts with PCN to improve collaboration and flow of data.

1984

- A series of meetings was held with COHDEFOR to discuss problems of forest management and illegal cutting in the watershed. A proposal was worked out to attempt the collaborative management of the UOC Río Grande, but COHDEFOR was negligent in its collaboration. The project is executing forest management activities without collaboration or license from COHDEFOR.
- A decision was taken to place emphasis on three small geographical areas of natural resources management importance, in working out collaborative organizational structures and activities to ensure their optimal management and/or conservation; UOC

Río Grande, La Tigra National Park/Hydrologic Reserve and the Guanacaure Hydrologic Reserve near Choluteca.

- Limited discussions were held with principals of the Dirección Región Sur concerning the adoption of the NRMP methodology of planning and extension. NRMP still hopes to integrate completely with the regional offices and have its methodology incorporated into a revised organizational structure.

1985

- Discussions were held with supervisors, extension agents and the Department of Extension in order to assess planning and evaluation needs in the Southern Region and the new Central Region.
- Annual and monthly planning and evaluation processes were revamped to better respond to needs of regional office functions as opposed to just NRMP activities.
- Efforts were made by the Director of the project to integrate the project planning and reporting methodology into the Ministry of Natural Resources' national structure; this met with opposition, but the Minister permitted the methodology to be used in the new Central Region in an experimental mode.
- A program for monitoring the water quality of the Río Guacerique was initiated in collaboration with SANAA's Plan Maestro. Ms. Anne Lewandowski, Environmental Monitoring Specialist, was contracted to head up a three-person team in developing an operational plan for the program; this was finished in draft form and \$30,000 of water quality monitoring equipment was ordered through AID.

1986

- Meetings were held with directors of Ministry's Region Sur to promote incorporation of NRMP planning, evaluation and methodologies.

I. As counterpart to the NRMP Executive Director, integrate as much as needed into project management's organizational and administrative functions, and act as liaison to the USAID Project Manager to assist in information exchanges, logistics, administrative problem solving and evaluations

1983

- Assisted Project Director in reworking the organizational structure of the project to better coordinate project functions and operations.
- Coordinated development of a format for work plans at the UOC level.
- Intervened in problems or misunderstandings between national specialists and their counterparts.
- Assisted in day-to-day decision-making, acting as sounding board to both Project Director and USAID Project Manager.
- Helped prepare parts of the 1984 program budget.
- Assisted Project Director in other natural resources management affairs with MNR, COHDEFOR, CATIE, USAID, PCN and Peace Corps.
- Accompanied Project Director on a trip to CATIE in Turrialba, Costa Rica, to arrange mutually beneficial work strategies.
- Developed watershed management strategy with Project Director.
- Coordinated field visits for USAID staff, congressional staff, and television news organizations (ABC).
- Assisted Project Director in coordinating Planning and Technical Assistance Unit of project (national specialists and Chemonics counterparts).
- Helped USAID procure needed field equipment for project.

1984

- Assisted Director and Sub-Director in day-to-day management decisions regarding policy, strategy and administration; assisted in project logistics, procurement, evaluations and public relations.

- Developed program for coordinating technical assistance and related field visits in order to best use manpower and vehicular support.
- Acted as liaison between Project Officer and Project Director in administrative affairs, logistical support, public relations and strategy planning.
- Participated with Project Director and USAID Project Officer in response to evaluation.
- Participated directly in preparation of USAID evaluation of the NRMP (January), including orientations, project analyses, field visits and information exchanges; reviewed and commented on evaluation document.

1985

- A discussion paper was prepared, from which the policy for incentives use was revised to eliminate dependency on subsidies for reforestation, and reduce and/or change the character of subsidies for agricultural activities (move from payment of cash or food-for-work incentives to fertilizer and equipment).
- Through continuous meetings and contacts with the Project Director and USAID Project Officer, assistance and support were given in strategy development, budget and personnel management, procurement, reporting, evaluations, policy development and day-to-day troubleshooting.
- Developed organizational work strategies for the new Central Region with methodology extended to eight new extension agencies.
- Participated in preparatory stages for USAID's external evaluation beginning in January 1987-- primarily in the consolidation of information.

1986

- Meetings were held with Project Director and USAID Project Officer concerning impact of change in government, future strategies and current project management.
- Participated in liaison and logistics for USAID's external evaluation of NRMP; reviewed and commented on final document.

- Participated in 12 meetings with project specialists in settings priorities for 1986.
- Various discussions held with Project Director and USAID Project Officer concerning my departure from project and anticipated impact; strategies suggested for follow-up.
- Prepared a full-color pamphlet detailing project's organization, focus, technical interventions and accomplishments from 1982 to 1985.
- Wrote and directed a 20-minute video to be used for public relations and information exchanges.

J. As Chief of Party, supervise and coordinate the activities of the technical assistance team members, including administrative and personnel matters, procurement, reporting and evaluations; recruit and supervise short-term technical assistance specialists; develop day-to-day and longer-term strategies for project management.

1983

- Opened bank accounts; started accounting procedures; hired administrative assistant; set up filing system.
- Contracted furniture purchases; arranged housing allowances; visas, permits, etc., for contract personnel; settling-in assistance.
- Established and maintained inventory system.
- Established and maintained reporting system.
- Selected and contracted soil conservation advisor.

1984

- Dr. James Chapman, Farming Systems Specialist, was contracted to develop a field survey of project area farmers to ascertain the effectiveness, acceptance and extent of dissemination of techniques being promoted; survey was administered to 171 farmers in October, approximately half of whom are benefiting from the project; Ramón Serna, Natural Resources Policy and Agricultural Economics Specialist, was hired to carry out the survey and assist in its analysis.

- Mr. Omar Serritella, Audiovisual Materials Design Specialist, was contracted in July to develop an instructional materials production program within the project; directrices were established for the production of filmstrips, slide shows and flipcharts, with the first filmstrip (on soil conservation) being completed in November.
- Developed and coordinated consultancy of Ms. Melba Zuniga, Women in Development Specialist, to design a program for the incorporation of the farm family into activities complementary to the objectives and strategies of the NRMP. Program was presented to Project Director and Director of the Regional Sur in December. Project planned to hire at least one female promotor/agronomist for each UOC in 1985.
- Coordinated/supervised activities in administration, accounting, logistical support, procurement, personnel relations, reporting, planning of strategies and activities, evaluations and contractor performance.
- Collaborated with Chris Smith, Chemonics/ Washington in drafting Chemonics/Honduras' first summary report on activities.
- Preliminary design and composition of Chemonics' possible one-year extension was discussed with USAID Project Officer and NRMP Executive Director. Response was positive for extension and negotiations were scheduled for February 1985.
- Mr. Guy de Morsella was hired in March to assume Policy/Agricultural Economics Advisor position.
- Mr. David Spiro, Horticulture/Fruits Advisor, was discharged in June following his problems of adapting to local sociocultural conditions and because of confusion on the part of the project's Sub-Director in adequately defining needs and priorities under this component.

1985

- Robert Peck was contracted to assess traditional agro-silvopastoral activities in the project area and gave recommendations concerning their incorporation and improvement as part of techniques to be promoted by field forestry technicians.

- Ms. Anne Lewandowski was hired as short-term Environmental Specialist and performed two important tasks: 1) revamp of Annex "L" of the NRMP Project Agreement; 2) development of the Guacerique Water Quality Monitoring Program with SANAA.
- Mr. Guy de Morsella was allowed to resign his position as Policy/Agricultural Economics Advisor on 2 March because of problems in the quantity and quality of his work and because of the low priority the Project Director placed on the policy component.
- Continued activities included administration, personnel management, accounting, public relations, logistics, procurement, recruiting of short-term technical assistance, evaluations and reporting.
- Amendment 4 was negotiated and signed (6 June 1985) which extended the technical assistance contract for an additional year until 31 July 1986; Amendment 5 was negotiated in December 1985 and was to be signed on 2 January 1986--the latter providing an additional five person-months of short-term technical assistance.
- Computer analyses (frequencies and cross-tabs) completed by Mr. Dulin and Dr. Chapman, but final interpretation of results not performed because of lack of time available for NRMP specialists to assist in effort and unavailability of consultant.

1986

- Wrote Chemonics Annual Report (1985).
- Continued activities of administration, personnel management, accounting, public relations, logistics, procurement, recruiting of short-term technical assistance, evaluations and reporting.
- Amendment 6 was written, proposed and negotiated in June 1986, extending P. Hughes-Hallett and Fred Tracy for one more year until May 1987.
- Close-up and repatriation activities were carried out as part of finalization of contracts Rafael Ledesma and Paul Dulin.

- Discussed administrative, personnel, accounting and reporting mechanisms with P. Hughes-Hallett and Fred Tracy as part of transfer of duties.

K. Collaborate with other national and international organizations to provide information exchanges, technical assistance and logistic support in activities related to natural resources management.

1983

- Visited CATIE in Costa Rica with Project Director in order to establish working relationship and information exchange. Collaborated in the design of a mutual cooperation agreement to carry out activities of the new Regional Watershed Management Project (CATIE/ROCAP) through NRMP.
- Improved interchange with other projects in Honduras (CARE, ACORDE, CATIE, COHAAT, Asociación Hondureña de Ecología, CONSUPLANE, FOODPRO, INA/USAID Land Titling Project, Escuela Panamericana, Standard Fruit Co. and others).

1984

- Continual communication with CATIE, CARE, USAID, Peace Corps, COHDEFOR Fuelwood Project, etc., in natural resources related activities, information exchanges, field visits, and mutually beneficial training.
- Organized the "Mobile Seminar: Management of Natural Resources" in Honduras and Costa Rica (took place in July and August), among NRMP, the Natural Resources Conservation Project in Costa Rica, and CATIE. The 27 participants visited both project sites, and later provided recommendations which are contained in the proceedings of the seminar.
- Received some 82 person-visits from personnel of other projects and countries providing information exchanges and collaborative support.
- Provided 32 hours of training to a total of 177 aspiring Peace Corps volunteers, giving instruction and orientation in agro-ecological settings, resource utilization, farming systems and watershed management.

1985

- Orientation and training was provided by each member of the Chemonics team to aspiring Peace Corps volunteers; a total of some 100 volunteers received training.
- Responded to various requests for information on the methodology and progress of the project both internally to USAID and MNR and externally; over 70 professionals visited or were taken on field trips.
- Attended Ninth World Forestry Congress in Mexico with project counterparts; presented paper, "Reforestación en las Pequeñas Fincas de Ladera en Honduras."
- Presented paper in Third National Watershed Management Seminar in La Ceiba, "Análisis de Siete Proyectos de Reforestación en las Pequeñas Fincas de Ladera de Honduras."
- Spoke at the CATIE Watersheds Mobile Seminar in Tegucigalpa.

1986

- Meetings with CATIE and AHE to design "Primer Seminario de Agua Potable para Tegucigalpa."
- Presentation of "brown-bag seminar" concerning reforestation efforts in Honduras; presented to 30 people at AID/S&T offices in Washington, D.C.
- Received 32 professionals of national and international stature, providing information exchanges and other assistance.

III. RECOMMENDATIONS

This section is intended to offer a series of recommendations to USAID/Honduras regarding how to proceed in the management and support of NRMP. The reader is referred back to Section I of this report and its discussion of recent upheavals in project management, use of resources, and personnel morale. The reader is further referred to Appendix C, which contains a series of recommendations presented to the NRMP Executive Director on the consultant's last day in Honduras (December 1986). Some of these overlap with the recommendations in this report.

The following recommendations are those that I consider to be basic to the contribution of the NRMP--even if it is to continue with but marginal success. As was expressed in various discussions with Chemonics and USAID personnel, there are numerous problems currently affecting the NRMP--problems that could easily cause its demise. It would indeed be a shame to lose the impetus and the multi-million dollar investment that the U.S. government and GOH have made in this project. Just as important, it would be a shame to leave the 6,500 small farm family participants stranded somewhere in the middle of the process of their adoption of conservationist land-use technologies.

USAID is now discussing its gearing up for LUPE (Land-Use Productivity Enhancement), a project intended to be a follow-on or second phase to the NRMP. This follow-on project is to begin, presumably, in early 1989, the time when NRMP is supposed to be ending. It would be unfortunate if the NRMP were to disintegrate and lose all of the follow-through of its technical and managerial interventions. Should this happen, then LUPE would not be a follow-on, rather it would be a completely new project.

A. AID must exert greater influence over the entire operation and orientation of NRMP.

It may indeed be admirable or politically more sensitive (considering the current realities in Honduras) to seek a "behind the scenes" role in monitoring the project and the use of its loan and grant funds, or permit the Honduran Ministry to administer "their own" loan funds without interruption. But this is without much foundation until the Ministry has shown its ability and, more importantly, the interest to carry out a project that seeks to achieve its original objectives without the interference of partisan politics.

Management of the NRMP by the Ministry should be treated as a technical methodology just as any traditional discipline of

soil conservation or forestry: as these technical interventions are monitored, so should management methods be monitored. There are obvious disadvantages to a poorly executed management system, no matter how appropriate and efficient the technical interventions being promoted by a project. What is happening now with the project is a prime example.

It is my opinion that AID must be more demanding of the GOH and its Ministry of Natural Resources. Other governments and their bilateral or multilateral assistance agencies maintain stricter controls and monitor adherence to covenants in their original project agreements. Some examples of these projects are: the Swiss government's Proyecto Margoas, the German government's GTZ and COHAAT projects, the European Economic Community's Proyecto de Apoyo a la Reforma Agraria. These projects and their sponsors do not permit arbitrary personnel changes; nor are project resources allowed to be misdirected. The representatives of the governments sponsoring (financing) these projects take a more direct participation in project management--a more direct counterpart relationship.

AID must be more strict with the appropriation and judicious use of loan funds, whether project or PL480. There should be more conditions put on the use of these funds and monitoring of their intended use. Project Implementation Letters (PILs) should be used to clarify the objectives and end uses of funds and, at the same time, impose conditions and restrictions in the use of the same. The PILs should be monitored and followed through to ensure that they are adhered to by all involved and that conditions are met.

AID should specify that technical criteria must be used to select and hire personnel and have input in these selections--at least at the managerial levels. Arbitrary personnel changes and blatant nepotism should be actively discouraged.

AID should take advantage of NRMP's annual evaluation, using it as a vehicle for evaluating its own objectives within NRMP. These evaluation events could be used by AID as feedback and information exchange forums, so that AID could express its satisfaction with the project's progress or its misgivings concerning problem areas--and vice versa for the host-country executor of the project.

B. AID should have much more day-to-day participation in the management of NRMP and maintain a "perceived presence."

The relative absence of an AID representative was noticeable with the departure of the Chemonics Chief of Party and especially after the change in project directors in August. Current project management feels absolutely no pressure to adhere to any

USAID/GOH covenants represented by the NRMP Project Agreement or any of the project implementation letters. This is evident in the misuse of certain resources (especially vehicles) in the south as well as in Tegucigalpa. Also, project management has little or no managerial support within AID or the Ministry. This is an especially dangerous situation considering perceived weaknesses and the lack of a systematic managerial approach that now exists in the NRMP. The Project Director and his Sub-Director are pulled from one "notion" to the next and follow-up on any project initiative is usually halfhearted or nonexistent. AID must:

- be actively, not passively involved with all aspects of NRMP's direction (technical and managerial);
 - maintain an office (desk) at the NRMP office with the liaison or project officer maintaining regular hours and regularly scheduled meetings with project management;
 - participate in all levels of planning, execution, evaluation and reporting, as well as act as a troubleshooter throughout these processes; and
 - maintain to the day AID's understanding of what is happening with the project through frequent visits to the field.
- C. Should the NRMP Project Officer at USAID not be able to assume the full responsibilities and invest the time that the position requires, then AID should seek to hire a full-time project liaison or name an additional person as project officer to serve NRMP in a full-time capacity.

It is understood that the current NRMP Project Officer is saddled with far too many responsibilities within AID. He is Project Officer of NRMP, an upcoming forestry project, and a soon-to-be-implemented irrigation project; he is also assigned numerous other tasks as a resource person within AID's Rural Development Office. It should be pointed out, however, that the Officer's full contract is paid by NRMP funds--not by these other projects. This fact is well known to Honduran project personnel. It is deemed unfair, therefore, that the Project Officer is allowed to spend an average of 15 to 25 percent* of his total time on NRMP-related activities. Understandably, NRMP feels somewhat shortchanged.

*Author's own estimate based on an average year.

I feel that a project liaison or project officer dedicated at least 80 percent (and preferably 100 percent) would help in avoiding certain administrative, managerial and political delays and obstacles that the project suffers. The liaison or officer could assist in preparing annual and other periodic work plans, participate in evaluations and troubleshooting, expedite the preparation and accounting of project budgets and expenditures, facilitate more efficient procurement, and represent AID's interests on all project-related matters, whether administrative, political or managerial.

D. AID should prepare a simple manual for budgeting, accounting, procurement, disbursements, advancements, repayments (reingresos) and any other procedures which are relevant to the annual as well as day-to-day operation of NRMP.

This procedures manual was discussed in 1983 with both AID and GOH and was seen as the solution to many of the problems encountered by NRMP, AID, Hacienda and Presupuesto. Procurements have lasted years (literally), and there has never been a year when salaries, equipment and supply purchases were delayed less than three months.

AID should appoint someone (or hire a consultant or TDYer) for a four-week consultancy to develop a procedures manual. The consultant would interview, and involve directly in this process, those representatives of NRMP administration, the Ministry (Presupuesto), Hacienda and AID who participate in NRMP budgetary, purchasing and accounting processes. That way, all aspects and procedural points of each agency would be clarified and considered in the manual.

A single manual could be developed to cover all of AID's projects, or separate manuals could be done for each ministry. At the very least, a manual should be done for NRMP. This manual should assign responsibilities for expediting all processes and present a simplified (is it possible?) flow chart showing the routing of each procurement, contract and disbursement.

E. AID should maintain sufficient funds and find the mechanism to provide continued short-term technical assistance to NRMP even after termination of the Chemonics/USAID technical assistance contract.

There will always be a need for some type of technical assistance of short-term capacity. The Chemonics technical assistance team will terminate its final extension in May 1987. This does not indicate, however, that all technical assistance needs will have been met. As a project progresses, its needs

become more specialized--from basic grains to vegetables to cut flowers; from agroforestry to organic mulching to wood products cooperatives.

AID should maintain sufficient funds in reserve to hire consultants as needed to support the project's new initiatives or to backstop or "shore up" activities already underway. The AID Project Officer (or liaison) should determine technical assistance needs in concert with NRMP management. Needs should be studied and not just taken for granted, and consultants should not be hired just because NRMP management "wants a new component." Short-term technical assistance should be used systematically, based on the project's overall technical direction.

Mechanisms such as IQCs or PSCs could be used to hire consultants, especially after the long-term technical assistance contract has expired with Chemonics.

F. AID should act as a catalyst in forging interinstitutional collaboration through improved planning, coordination and implementation of the projects in its portfolio.

AID supports various projects in nearly all of the sectors in the GOH's ministries and numerous other projects outside the government's jurisdiction (PVOs, foundations, etc.). In many cases, these projects have objectives and components which are similar if not duplications. Some of these projects overlap in the same geographic areas, and several again overlap by virtue of their counterpart association with the same executing agency (university or organization). Some examples are:

- NRMP, PRODIVERSA, FHIA and FEPROEXAAH, all working towards the diversification of crops (to non-traditional) with the objective of increasing on-farm income (secondary activities also of PTR, Fondo Ganadero and Small Farmer Organization Strengthening);
- NRMP and Compañeros de las Américas project in the same project area;
- COHDEFOR and NRMP both working (in theory) to promote forest management in the same areas; and
- NRMP, PRODIVERSA, Compañeros de las Américas, and the future Irrigation Development Project are all within the Natural Resources Ministry.

The problem persists that there appears to be no dialogue among any of these projects. That there may be some discussion

internal to AID and its staff means little if no communication, collaboration and coordination is going on at operative levels. AID not only should require memoranda of understanding (convenios), but these should also promote with vigor the collaboration which should take place. Most of the conditions precedent are met with nothing more than a writ that says organizations will collaborate. Unfortunately, that is where the process stops. There is no follow-up. Hence, there is no coordination among these agencies of government.

AID should organize quarterly, semi-annual and/or annual summit conferences. All related projects' representatives should be invited to discuss annual and shorter-term work plans, exchange experiences and ideas on development work, and establish formal and informal working relationships. These meetings should involve AID staff, contractors and host-government project staff. The meetings should be diligently prepared, include audiovisual and/or field demonstrations, and should be well-organized and have a realistic agenda. Discussions would center on the things the projects have in common--objectives, project area, technical interventions, host-government agencies, problems and solutions.

APPENDICES

- A -- CONSULTANCY OF P. DULIN, WATERSHED ADVISOR/CHIEF OF PARTY:
DISTRIBUTION OF THE TECHNICAL ASSISTANCE EFFORT
- B -- PUBLICATIONS AND WORKING DOCUMENTS PREPARED BY P. DULIN,
1983-86
- C -- MEMORANDUM OF RECOMMENDATIONS GIVEN TO THE NRMP EXECUTIVE
DIRECTOR ON 15 DECEMBER 1986

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APPENDIX A

Consultancy of P. Dulin, Watershed Advisor/Chief of Party
Distribution of the Technical Assistance Effort

In an effort to give an accounting of the distribution of the level of effort during the contractor's three years of service, the following table is presented.

	<u>1983¹</u>	<u>1984</u>	<u>1985</u>	<u>1986²</u>	<u>Totals</u>	<u>%</u>
Field reconnaissance, technical assistance, training (field days)	39	78	50	31	198	25
Planning, programming, management activities (office days)	110	166	160	121	557	70
Contacts with NRMP personnel in technical assistance or training activities (personnel contacts)	88	474	382	350	1,494	

¹Work began in Honduras on 8 June 1983.

²Work ended on 20 June 1986; includes 36-workday consultancy
4 November-19 December 1986.

In interpreting the table, one sees that the Advisor spent approximately 25 percent of his time in field reconnaissance and backstopping, troubleshooting, public relations visits, and in the training of NRMP field and central office staff. The majority of time was spent in the central office, at USAID or in the capital city dealing with project management, planning, evaluation, reporting, and contract administration. The rest of the contractor's time (five percent) was used for vacation and sick leave.

In the final line of the table, the totals of NRMP personnel contacts are quantified. This shows the number of times the Advisor made "quality" contact with field personnel, whether in technical assistance, training or in a mutual work effort in the field.

APPENDIX B

Publications and Working Documents Prepared by P. Dulin, 1983-86

1983

Extension Agency Profiles (produced for each of eight agencies existing in 1983).

1984

Plan de Manejo de las Cuencas de los Ríos Choluteca y Sampile/Guasaule (Coordinator and Coauthor), Proyecto Manejo de Recursos Naturales.

Annual Report on Activities: June-December 1983 (Coauthor), Chemonics International.

Annual Work Strategy: 1984, Chemonics International.

Semi-Annual Report on Activities, January-June 1984, Chemonics International.

Seminario Movil: Manejo de Recursos Naturales en Honduras y Costa Rica, Memoria del Seminario (Coauthor with Pieter Van Ginneken), Proyecto Manejo de Recursos Naturales.

Annual Planning Format for Extension Agencies.

Evaluation Instruments for Annual Evaluation Event in Siguatepeque (1984).

Formats for Bimonthly Planning and Evaluation Scheme.

1985

Annual Report on Activities: 1984, Chemonics International.

Memoria: Primera Evaluación Interna del Proyecto Manejo de Recursos Naturales, Proyecto Manejo de Recursos Naturales.

Annual Work Strategy: 1985, Chemonics International.

Informe sobre la Sub-Cuenca del Río Namale, Proyecto Manejo de Recursos Naturales.

Plan Anual del PMRN: 1985, Proyecto Manejo de Recursos Naturales.

Guión de Filmina: Manejo Forestal, Proyecto Manejo de Recursos Naturales.

La Reforestación en las Pequeñas Fincas de Ladera: Experiencias en Honduras, presented at the IX Congreso Mundial Forestal, Mexico, 1-10 July 1985.

Análisis de Siete Proyectos de Reforestación en las Pequeñas Fincas de Ladera de Honduras, presented at the III Seminario Nacional de Cuencas Hidrográficas, La Ceiba, Honduras, 8-11 October 1985.

Guión de Video: El Proyecto Manejo de Recursos Naturales.

Papel de Discusión: Uso de Incentivos en el PMRN.

Formatos e Instructivo para Elaborar el Plan Operativo Anual, Proyecto Manejo de Recursos Naturales.

Formatos e Instructivo para Elaborar el Plan y Evaluación Mensual, Proyecto Manejo de Recursos Naturales.

Semi-Annual Report on Activities: January-June 1985, Chemonics International.

Evaluación Anual de las Agencias de Extensión, Proyecto Manejo de Recursos Naturales.

Evaluación Anual de la Unidad de Planificación y Asistencia Técnica, Proyecto Manejo de Recursos Naturales.

Proposal for Amendment 4 of Chemonics/USAID Contract.

Proposal for Amendment 5 of Chemonics/USAID Contract.

1986

Annual Report on Activities: 1985, Chemonics International.

Plan Operativo Anual de 1986: Proyecto Manejo de Recursos Naturales.

Proposal for Amendment 6 of Chemonics/USAID Contract.

Video: Proyecto Manejo de Recursos Naturales (Screenwriter, Director, Editor).

Proyecto Manejo de Recursos Naturales: 1982-1985 (public relations pamphlet).

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Ficha del Productor Asistido (monitoring mechanism for farm-level activities).

Formato de Monitoreo de Lotes Demostrativos (scientific monitoring package for data collection).

Procedimientos para el Manejo de Proyectos de Recursos Naturales (planning and evaluation procedures manual).

Formats for the Annual Evaluation of NRMP Technical Specialists.

Proyecto Manejo de Recursos Naturales: Memoria de la Evaluación Anual de 1986/Plan Operativo de 1987.

APPENDIX C

Memorandum of Recommendations Given to the
NRMP Executive Director on 15 December 1986



M E M O R A N D U M

PARA: ING. WILFREDO CORDOVA
 DIRECTOR EJECUTIVO, PMRN/REGION CENTRAL

 ING. LUIS ALVAREZ WELCHEZ
 SUB-DIRECTOR, PMRN/REGION CENTRAL

DE: ING. PAUL DULIN 
 ASESOR TECNICO EN PLANIFICACION
 CHEMONICS INTERNATIONAL

ASUNTO: CONCLUSIONES Y RECOMENDACIONES SOBRE EL PRO-
 CESO DE PLANIFICACION, EVALUACION Y MANEJO
 DEL PMRN

FECHA: 12 DE DICIEMBRE DE 1986

Desde el 5 de noviembre hasta el 15 de diciembre, fue contratado por la Chemonics International Consulting Division para proveer la asistencia técnica necesaria para llevar a cabo el proceso de evaluación y planificación anual del Proyecto Manejo de Recursos Naturales. El trabajo, ya terminado consistió en lo siguiente:

1. Organización del proceso de evaluación y planificación anual de acuerdo a los lineamientos ya desarrollados por el PMRN, con ciertas modificaciones solicitadas por la dirección y el equipo asesor de Chemonics.
2. Revisar el instrumento de evaluación anual de las agencias en cuanto a la Sección Forestal en conjunto con sus especialistas
3. Explicar el instrumento de evaluación anual a las agencias y supervisar su llenado correcto (Región Sur).
4. Revisar y consolidar la información generada por 21 agencias de extensión en su contestación de las evaluaciones anuales.
5. Revisar el instrumento de planificación anual (POA) de las agencias de extensión de acuerdo a los cambios solicitados por los especialistas.
6. Presentar y explicar el llenado del POA a las agencias de extensión y monitorear su llenado (Cabeceras y Talanga).

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7. Diseñar y administrar la evaluación anual de las diversas secciones de la Unidad de Planificación y Asistencia Técnica (especialistas), y discutir éstas en forma de reuniones con cada sección en conjunto con la dirección.
8. Avisar y participar en la preparación de las presentaciones de las secciones de la Unidad de Planificación y Asistencia Técnica para las plenarios de evaluación anual por subregión (Informática, Forestal y Pastos).
9. Organizar y dirigir las tres plenarios de evaluación y planificación anual en Choluteca (27-28 de noviembre), Tegucigalpa (1-2 de diciembre) y Talanga (4-5 de diciembre).
10. Dirigir/participar en conjunto con los especialistas la revisión de los POA de 22 agencias de extensión durante las tres plenarios.
11. Diseñar y redactar el documento: "Proyecto Manejo de Recursos Naturales: Memoria de la Evaluación Anual de 1986/Plan Operativo Anual de 1987".
12. Revisar y publicar el Manual de "Procedimientos para el Manejo de Proyectos de Recursos Naturales".
13. Revisar el formato de Planificación Mensual de las Agencias de Extensión.
14. Aconsejar en forma informal a la Dirección del PMRN sobre ciertos problemas y lineamientos en cuanto al manejo del Proyecto.

Discusión:

Es un hecho de que el sistema ó proceso de planificación y evaluación anual ya es una parte integral del PMRN y la Región Central. El Proyecto puede mostrar que tiene un sistema descentralizado de planificación y evaluación, uno que, con buena supervisión y seguimiento, funcionará con bastante éxito y aceptación por parte de todo el personal. Sin embargo, el hecho de que yo, personalmente, tuve que regresar para dirigir el proceso indica que el sistema no es totalmente manejado por el personal del Proyecto --ni a nivel de campo, ni a nivel central.

Se espera que con la publicación del manual de procedimientos, con la instalación del sistema y programa de computación de los datos de planificación y evaluación, y con entrenamiento del personal de la Sección de Informática y Documentación, el proceso ya quedará con cierta permanencia y autonomía en el Proyecto. El proceso --tanto de planificación y evaluación, como de monitoreo y documentación --debe llevarse a cabo en relación directa a lo que se estipule en el manual. En este manual se ha descrito en forma gráfica todos los pasos que se han utilizado (o lo que se debe utilizar) en la planifi

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cación, evaluación y monitoreo de las actividades que ejecuta el Proyecto.

Recomendaciones

Vuelvo a mencionar la importancia de una buena supervisión y seguimiento de este proceso. Sin una línea de autoridad que dirija este proceso y su seguimiento, el Proyecto quedará en una confusión y desorganización. Por esta razón, quiero hacer una serie de recomendaciones que considero primordiales en la aplicación exitosa del sistema mencionado y otras recomendaciones generales:

1. Que se crea la Coordinación de la Unidad de Planificación y Asistencia Técnica. En estos momentos, el Sub-director está ejerciendo las funciones del Coordinador de los especialistas. Sin embargo, una coordinación real no se está aplicando; quizás por la competencia para el tiempo del Sub-director. El Sub-director tiene que invertir más tiempo en su interrelación con su equipo de especialistas, salir al campo con ellos, y exigir reuniones fijas mensuales y reuniones cortas más frecuentes para empaparse de lo que está pasando, y para poder proveer el liderazgo que el trabajo merece. El Coordinador debe preparar una agenda para las reuniones mensuales que trate la evaluación de los planes mensuales y exigir una planificación más ordenada e integrada entre las distintas secciones.
2. Que la Dirección persiga la integración de la asistencia técnica a los campesinos-participantes del PMRN/Región Central por la integración del apoyo de los especialistas. Si la Dirección quiere una integración del equipo de especialistas, tiene que guiar esta estrategia por el establecimiento de una política en que los especialistas diseñen y apliquen módulos o paquetes integrados que se llevarán a los eventos de capacitación de los técnicos. El Director y Sub-director deben revisar el plan de capacitación de las Secciones de la Unidad de Planificación y Asistencia Técnica en conjunto, exigiendo que los eventos se combinen entre dos o más disciplinas que se integrarán eventualmente en su transferencia a los campesinos.

Especialmente valiosos serán los eventos que combinen: 1) el manejo de huertos con el cultivo de hortalizas (para promotoras y agrónomos), 2) agroforestería con conservación de suelos o manejo de pastos. Los especialistas deben sentarse y organizar cursos en conjunto que pueden seguir las fases de cultivos en dos o tres pasos (por ejemplo: la siembra de estacas y semillas cuando se trata de una enseñanza sobre preparación de tierra para cultivos; luego combinar el manejo de árboles como poda e incorporación de abono orgánico con enseñanza en postcosecha).

3. Que los especialistas se encarguen de supervisar la obtención de los equipos e insumos que ocuparán los extensionistas en sus lotes demostrativos, demostraciones y que necesitan en sus trabajos de promoción y extensión a los campesinos. La administración tiene dificultades en preparar los listados de insumos y equipos que pide cada agencia de extensión. No sabe cuáles insumos realmente debe comprar, cuál marca, cuál calidad, etc. Tampoco debe cada extensionista molestar a la administración por cada pedido --así causando confusión en doble pedidos y la entrega no proporcional a las agencias. Supuestamente, los especialistas revisaron los listados de insumos y equipos de cada agencia durante las plenarios de planificación y discutieron los pedidos en cuanto a calidad y cantidad. Entonces, cada Sección debe llevar un control en conjunto con la administración para que se entregue los equipos, insumos, etc. en calidad y a tiempo. Esto también se aplica a material vegetativo, semillas forestales y agrícolas, etc.

4. Que la Sub-dirección con cierta coordinación con el Director, lleve a cabo el evento de planificación anual de las Secciones de la Unidad de Planificación y Asistencia Técnica. Se deben circular los formatos (en blanco) de la planificación anual (Informática tiene los formatos) a cada Sección para que los llenen en lápiz grafito. Luego el Sub-director y Director los revisen para luego discutir los planes con cada Sección. Deben utilizarse los POA de las agencias como base del apoyo que programarán los especialistas. A través de los planes de cada sección se debe exigir la coordinación entre secciones para la integración de los esfuerzos de la extensión integrada y cualquier otra política que la dirección estime relevante.

5. Que los especialistas participen en las reuniones mensuales de evaluación y planificación de agencias a nivel subregional. Realmente, es aquí donde los especialistas pueden (y deben) hacer sus contactos para discutir la programación de su apoyo a los extensionistas para el mes entrante. Pueden aprovecharse las reuniones para charlas de corta duración, presentar equipos e insumos, discutir su programación, resolver problemas "chispazos", etc. Además pueden guiar a los extensionistas en cómo hacer mejor su planificación y evaluación mensual. Una sección puede dividir su personal para asistir dos ó tres reuniones a la vez, ó pueden visitar una subregional un mes y otra subregional el próximo.

6. Que los especialistas, supervisores y la dirección vuelvan a usar la pizarra de salidas con su debida programación. El control de vehículos ya casi no existe. Tampoco se sabe, para un día dado: "para dónde se fue tal fulano?". Deben programarse

salidas en conjunto entre las secciones de la Unidad y los su
pervisores y/o la dirección para estimular la coordinación y
comunicación.

7. La Sub-dirección debe exigir que la Sección de Informática y Documentación se encargue del trabajo del seguimiento del proceso de planificación y evaluación. Para asegurar la calidad de la información recopilada en los planes y evaluaciones (u otro tipo de información), los miembros de la Sección deben programar su asistencia a cada reunión de planificación y eva
luación mensual de cada subregión. Actualmente, tiene tres miembros en la sección (cuatro si se cuenta a Nedy en Talanga) y perfectamente puede dividirse para asistir a todas las reuniones, aún a la vez. Así se puede exigir un trabajo más orde
nado del Supervisor en la revisión de las evaluaciones, ofre
ciendo capacitación "en servicio", y al final pueden traer las evaluaciones a la oficina central el mismo día.
8. Que la Sección de Informática a través del Director exija a cada Subregión una calendarización fija de las reuniones mensuales de planificación y evaluación. A partir de la primera reunión mensual en cada subregión, cada subregión debe tener fijo su calendario de reuniones mensuales para todo el año. Luego, la Sección de Informática puede redactar un memo citan
do éstas fechas y distribuirlo a todo el personal del Proyecto.
9. Que se ejecuten reuniones trimestrales de evaluación a nivel subregional. Debe de programar estas reuniones con anticipación, pero sin distribuir formatos de evaluación. Todos los especialistas, la dirección, y todos los extensionistas deben participar. Deben presentar análisis del avance del Proyecto/ Región Central a base de los planes y evaluaciones mensuales de las agencias y su información recopilada en el sistema de computación. Semejante a la evaluación anual de 1986, se puede presentar análisis de frecuencia de visitas (promedio por asistido) y el porcentaje de ejecución en comparación a la me
ta anual. Además, debe abrirse el foro para discutir problemas u obstáculos técnicos y administrativos que impidan el trabajo de extensión. La dirección y administración deben usar estas reuniones como herramienta de control y seguimiento del Proyecto y siempre tomar medidas para resolver los problemas que obstaculicen el trabajo de extensión.
10. Que se separe el componente de Asistencia a la Mujer de la Sección de Promoción y Extensión y se cree su propia Sección Técnica dentro de la Unidad de Planificación y Asistencia Técnica. El componente de Asistencia a la Mujer tiene una serie de actividades propias que son realmente distintas a las demás secciones y las cuales deben de tratarse en forma particular. Aunque las técnicas en sí involucra agronomía, reforestación, manejo de animales, y promoción y extensión, su mezcla y enfoque de

técnicas es distinta. Además el componente no ha recibido el respaldo anticipado como parte de la Sección de Promoción y Extensión --como se mostró en las evaluaciones anuales en cada subregión. El componente de Asistencia de la Mujer debe considerarse como Sección Técnica aparte y luchar en igual forma de las demás secciones para su integración en el Proyecto.

11. Que la Dirección exija a la Sección de Promoción y Extensión el cumplimiento de su plan de producción de ayudas audiovisuales como prioridad número 1. La sección debe gestionar lo más pronto en enero para contratar un dibujante artístico permanente y un dibujante a tiempo parcial (segun necesidad) para poder suplir las necesidades que reclaman los extensionistas. La dirección (incluye la sub-dirección) deben revisar las evaluaciones mensuales de la sección para asegurar que ésta no falle en la producción de estas ayudas.

12. Que se base el nuevo componente de investigación a todos los componentes (no solamente agricultura) y se utilice la serie de registros de monitoreo ya elaborados para este fin. Al igual como la dirección quiere una integración de las técnicas a transferir, tendrá que exigir la integración de la investigación y monitoreo de actividades seleccionadas entre todos los componentes técnicos, para obtener una vista global. Aunque siempre se verán investigaciones "puras" como ensayos de variedades ó de aplicación de fertilizante o pesticidas a cultivos, también debe reconocer la importancia de los datos del monitoreo de lotes demostrativos o lotes estrictamente para monitoreo. De estos últimos salen los datos que se extrapolarán para saber hasta qué nivel se habrá incrementado la producción en las pequeñas fincas o hasta qué grado se habrán conservado los terrenos en las laderas. La sub-sección de investigación dentro de la Sección de Agricultura (o como sección aparte) puede dirigir y supervisar el proceso de investigación y monitoreo para todos los componentes en todas las agencias --siempre en coordinación con los demás especialistas en sus secciones respectivas, con la supervisión de las subregiones y con el apoyo de la Sección de Informática para los fines de análisis y documentación de datos.

13. Que la Sección de Manejo de Pastos y Ganado se concentre más en las intervenciones apropiadas para las pequeñas fincas y menos al fomento de ganaderos Tipo B. Ya que haya muchos lotes de pasto de corte sembrados, debería buscar como establecer pequeños lotes en todas las fincas pequeñas donde se merecen y fomentar el encerrado de los animales en pequeños corrales donde se llevarán los pastos y donde se recolectan los estiércoles para servir como abono orgánico. Además, que se pondrá más énfasis en henos y ensilajes de escala pequeña para estos participantes. Hay demasiado énfasis en los 100 ganaderos Tipo "B" y muy poco a la integración del componente de manejo de pastos en la finca pequeña.

14. Que se solicite a USAID y Chemonics la contratación de un consultor en el cultivo de frutales y flores para que se diseñe un paquete apropiado para los participantes en esta actividad. El consultor debe investigar en breve la situación actual del cultivo de frutales y flores, especialmente en Cabeceras, señalar la problemática, especies apropiadas a las zonas agroecológicas locales, fuentes de material vegetativo, etc. Luego diseñar y dirigir una capacitación práctica a los especialistas, supervisores y extensionistas debidamente seleccionados, para que haya seguimiento del programa.
15. Que se analice la situación en Orica y Guaimaca para resolver el problema de la duplicidad del esfuerzo entre la Región Central (PMRN) y la Región Sur Oriental (CEE). El jefe y el supervisor de la Subregión de Talanga en conjunto con la Subdirección y la Sección de Promoción y Extensión deben hacer un análisis de la situación de estas dos agencias para averiguar si ó no merecerá la continuación del apoyo de la Región Central. Existe ahora una desintegración y mala comunicación entre los extensionistas en estas agencias hasta que ni quisieran hablar uno con el otro. La veo como una situación estúpida considerando que todos son empleados de la misma Secretaría. Una alternativa es dejar las agencias en las manos de la Región Sur Oriental y concentrar esfuerzos en Oropolí, Marale u otras zonas donde la Región Central no está trabajando ahorita. Otra alternativa es de averiguar el potencial técnico y humano en las áreas de las agencias para ver si realmente hay necesidad de dos equipos; y si existe la necesidad, entonces buscar una mejor colaboración entre el personal dentro de las agencias --no importa el proyecto que les paga.
16. Que se resuelva la situación de desorganización en la Región Sur. AID ya está enterada de ciertas anomalías en el Sur y aplicarán ciertas presiones para que la Región se ponga en orden en cuanto al uso de los recursos del PMRN. Sin embargo, creo conveniente que el PMRN ofrecería su apoyo para establecer un grupo de especialistas que operarán en igual forma que los de la Región Central. Esto indica que la Región Sur tendría que adoptar la metodología de planificación y evaluación desarrollada por el PMRN a nivel regional. El Departamento de Extensión ya ha mostrado interés en hacerlo. Sin embargo, es una decisión de la Dirección de la Región Sur. Con la adopción de este sistema, la Región Sur contará con el apoyo del PMRN (como se ha permitido en la carta de ejecución de la AID) y ejecutará sus actividades de una forma más ordenada.
17. Que no se cambie ni traslade el personal de las agencias de extensión. Como se mostró en las evaluaciones de este año, el cambio, despido ó traslado de personal ha influido negativa-

mente a la ejecución del Proyecto. Se "perdieron" varios grupos este año con el simple cambio de personal --hecho que no debe suceder. El personal ya hizo su planificación para el próximo año en todas las agencias. Si hubieran más cambios o traslados, la planificación no se aplicará con la eficiencia esperada con el resultado de una pérdida de más grupos y mermas en la ejecución de las actividades.

18. Que se solicite una reunión con la DPS para resolver los problemas de la solicitud de un exceso de información. Este es un problema nacional, ya que todos los directores se han quejado sobre la desorganización de la DPS. Se sabe que la DPS colecta información pero no la usa --al menos no la usa en un 20%. Creo que la DPS ve el trabajo de solicitar información como un "control" en sí, pero de nada sirve recoger la información si no la aplica. Debe solicitar una reunión con la DPS para que les explique las razones de recolectar tanta información, para qué la usa, porqué hay duplicidad en la información pedida, y porqué la pierde. Puede ofrecer el sistema del PMRN como alternativa ó buscar la manera para que la DPS adopte el sistema del PMRN para incluir sus necesidades de reportaje y documentación.
9. Que la dirección y la administración soliciten a la AID reuniones fijas calendarizadas quincenales. Por medio de estas reuniones se puede mantener el contacto entre la institución ejecutora y la financiera con fines de asegurar una implementación ordenada y a tiempo, tratando de prevenir y evitar los obstáculos político-administrativos que siempre han ocurrido. Para cada reunión debe prepararse con anticipación la agenda con los temas a tratar.
0. Que se solicite a la AID un "manualito" de los procedimientos administrativos y financieros que ésta institución exija al Proyecto. Lo mismo puede ser con la Secretaría (Presupuesto, Hacienda y Servicio Civil) para evitar el enredo en que continuamente pasa el Proyecto.
1. Que la dirección trabaje estrechamente con la administración para asegurar la obtención de los insumos, enseres y equipos necesarios a nivel de las agencias de extensión --en calidad y tiempo. Esto indica que la administración debe contar con el listado de los pedidos lo más antes posible para que hagan las cotizaciones, órdenes de compra, etc. con suma anticipación.
2. Que se compre una máquina mimeográfica nueva, marca GESTETNER. La máquina actual no sirve para imprimir manuales ni dibujos;

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además la superficie que imprime es muy estrecha, limitando el tamaño y calidad de la impresión. La máquina vieja se puede trasladar a la subregión de Talanga ó la Región Sur como apoyo del PMRN. Si no se compra una máquina nueva, siempre se tendrá que enviar los dibujos, manuales y folletos a una imprenta comercial donde el costo es muy elevado.

Atentamente,

cc:Ing. Luis Alvarez Welchez
cc:Ing. Peter Hughes-Hallett
cc:Ing. Paul Dulin

PD/dma.