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CENTRAL SELVA RESOURCE MANAGEMENT PROJECT

PRE-EVALUATION REPORT

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Arnold J. Kreisman
Regional Planning Specialist
Advisor to APODESA

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RONCO CONSULTING CORPORATION
Management Planners and Technical Advisors
1629 K St., N.W., Suite 300
Washington, D.C. 20006

TABLE OF CONTENTS

	Page No.
INTRODUCTION	1
EXECUTIVE SUMMARY	2
1. BACKGROUND: THE ORIGINS OF APODESA	5
1.1. The "Regional Development Policy Support" Component	5
1.2. APODESA in the SAR	8
1.3. APODESA in INADE	8
2. ACHIEVEMENTS AND SUCCESSES OF APODESA	10
2.1. Studies, Reports and other Publications	10
2.2. CENDOSA	10
2.3. Relations with the Special Projects	11
2.4. Courses, Conferences and Seminars	11
2.5. Geographic Information Systems and Regional Planning	12
2.5.1. GIS Concepts	12
2.5.2. GIS Activities in APODESA	14
3. PROBLEMS OF APODESA	22
3.1. Interinstitutional Relations	22
3.1.1. Relations with the <u>Gerencia</u> <u>de Proyectos Especiales</u>	22
3.1.2. Relations with the Special Projects of the <u>Selva</u>	24
3.2. CENDOSA	25
3.3. GIS Operations	26
3.3.1. Supervision	26
3.3.2. Computer Center	27
3.3.3. Training	27
3.3.4. Computerized Applications to Planning	28
3.4. Personnel and Program	29
3.4.1. Fragmentation among Personnel	29
3.4.2. Program	30
4. APODESA COLLABORATION IN THE RELOCATION PHASE	30
4.1. Opportunities in Training	31
4.2. Opportunities in Divuligation	31
4.3. Opportunities in Relocation	32

5.	CONCLUSIONS, LESSONS LEARNED	
5.1.	On the Origins and Objectives of APODESA	32
5.2.	On the Achievements and Successes of APODESA	33
5.3.	On the Problems of APODESA	34
5.4.	On APODESA Collaboration in the Relocation Phase	36
6.	RECOMMENDATIONS	37
6.1.	On APODESA Personnel and Program	37
6.2.	On CENDOSA	37
6.3.	On the Geographic Information System	38
	ANNEX I: ANNOTATED LIST OF APODESA AND INADE PUBLICATIONS ON THE <u>SELVA ALTA</u> AND <u>SELVA</u> ..	39
	ANNEX II: APODESA'S RELATIONS WITH THE SPECIAL PROJECTS OF THE <u>SELVA</u>	46

LIST OF FIGURES

Figure 1	Presidency of the Council of Ministers	6
Figure 2	Secretariat of Regional Affairs	7
Figure 3	National Institute of Development (INADE)	9
Figure 4	Structure of the Information System	13
Figure 5	Data Bank Format	15

LIST OF TABLES

Table 1	APODESA Personnel January, 1989	16
Table 2	APODESA GIS and Computer Center Personnel	17

LIST OF MAPS

Map 1	Palcazu Watershed	18
Map 2	Alto Mayo Watershed	20
Map 3	Alto Huallaga	21

INTRODUCTION

AFODESA, begun as the "Regional Development Policy Support" component, is an original element of the Central Selva Resource Management Project (CSRMP). Through its almost six years of existence the component has suffered an important institutional change, faced interinstitutional disagreements as well as acceptance, produced results and, quite likely, omitted others.

The following pre-evaluation report, while not intended to be a precise measure, or balance sheet, of AFODESA performance, does attempt to show the achievements of this group as well as the problems that block additional successes.

The report's format presents its information in six sections. The first, Background: The Origins of AFODESA, is a brief restating of the institutional history of the component. The second section, Achievements and Successes of AFODESA, identifies the several activity areas of the component and describes their accomplishments. The following section, three, takes some of these same, and other, activities and recounts the problems that have in the past or are now blocking adequate progress.

Section four, taking its cue from the recent changes in Central Selva field operations, presents some ideas for AFODESA Collaboration in the Relocation Phase. The fifth section, entitled Conclusions, Lessons Learned, presents these judgements in four subsections which parallel the substance in the previous sections. The sixth and last section lists the writer's recommendations for improving the project. An Executive Summary follows this Introduction.

The writer's attitude toward this institution is positive but the report is objective and there are in it occasions of implied criticism. These are included for one purpose: to enhance the performance of AFODESA so that it may continue to function in order to continue contributing.

EXECUTIVE SUMMARY

"Regional Development Policy Support", or APODESA, was one of the components designated in the AID Project Paper, issued in 1982, for the Central Selva Resource Management Project. In this original concept, a multidisciplinary group of specialists was supposed to become a leader in the knowledge and understanding of the Selva deriving, through these, policy formulations and planning advice concerning this region's development by means of the proper management of the fragile natural resources which characterize the area.

The Secretariat of Regional Affairs (SAR) of the highly-placed Presidency of the Council of Ministers became the institutional vehicle for accomplishing this when APODESA was formed as the advisory group to its Office of Special Projects (of Selva) in May, 1983. Despite APODESA's small professional staff, which never exceeded four persons, and the multiplicity of tasks assigned to it -many of which belied the component's principal objectives of policy and planning- expectations were high that it was in a position to influence the adoption of policies that would guide selva development by means of rational resource management.

Whatever possibility existed that this might happen, it was abruptly ended four months later, in September of 1983, when APODESA, along with the Office of Special Projects, were transferred to the newly-formed INADE, an institution dedicated to project execution, not policy formulation.

APODESA, in its new location, was not short of work to perform, which consisted of the following activities: information, research, coordination, training, policy, project formulation, evaluation and technical assistance. Many of these activities produced positive results. On the other side, the plethora of tasks was the basis for some serious problems in the group's method of operation.

Among the achievements and successes of APODESA, the following stand out: 1) the production of a number of reports, studies and other publications on a variety of themes, but all related to issues important to selva development; 2) the establishment of CENDOSA, the component's documentation center for the Selva, which maintains a growing library and is leading the effort to organize an information network involving similar centers in the area and related to selva study; 3) a record of active relationship with the Special Projects in the field which had its most positive response in such activities as coordination, training and technical assistance; 4) a substantial achievement in training, in which numerous courses, seminars, workshops, encounters, etc., were held on subjects of direct

concern to the operating projects such as forestry and agroforestry, agriculture, livestock and agroindustry, and native communities, among others, including courses for improving project operations; 5) the installation of a capacity to elaborate Geographic Information Systems, a spatially-based and computer-operated methodology applied, by APODESA, to regional planning. The GIS for the Palcazu watershed is in effect completed, one for the Alto Mayo is well advanced and that for the Alto Huallaga was initiated last year.

There are many problems of APODESA which have in the past or currently affect its relations with other institutions, its objectives and opportunities, its production and efficiency, and even its future. Some of these are listed here: 1) relations between APODESA and the Gerencia de Proyectos Especiales (GPE), always strained, reached a near flashpoint two years ago when senior APODESA specialists made an attempt to achieve "autonomy" from the GPE. This did not happen, and the issue is now moot, primarily due to the component's new coordinator, but a result of that situation was the departure, in 1987, of three of the original four APODESA specialists; 2) relations with the Special Projects in the field varied according to the perception, by the field people, of the service they received from APODESA's specialists. Evidentially, contacts of direct utility, such as training, coordination and technical assistance are favored, but those involving evaluations, for example, are negative. APODESA's reputation has suffered vis-a-vis field project technicians due, also, to its inability to provide consistent aid to the field. This was not the purpose for which APODESA was conceived and most of the problem stems from misunderstandings of the component's objectives: those related to policy and planning; 3) CENDOSA, important for its position as a Selva information source, is weak due to its lack of adequate staff, funding and proper operating space. It has also not utilized the significant documentary source base to provide proprietary studies that would be unique to the unit and propel it, and APODESA, to a higher plane of recognition and acceptance; 4) Geographic Information Systems, clear in concept and logic, can be complicated operationally if all the parts required for smooth operation are not present or working together. The GIS unit has current problems in supervision and in computer operations which can be remedied through personnel and training solutions. Training and computer-specific t.a. are problems because they have been denied to the group since the computer equipment was purchased; 5) Defining and operating analytical models for planning is another challenge facing a GIS group short of mature and experienced professionals; 6) problems in fragmentation of the staff, i.e., working on a variety of activities that have little relation to each other, characterized an earlier APODESA. This problem is "solved" in the sense that almost all professional staff is found in the GIS unit or CENDOSA. Following an objective aimed at planning and policy through that- will take care of energy and time lost by the

dispersal of efforts which have no unified purpose.

The change in direction of CSRM II and the initiation of an effort to relocate its operation offers AFODESA the opportunity to contribute to this activity. By its previous experience and actual practice, AFODESA is well positioned to help in the following areas: 1) training, 2) divulgation, 3) relocation studies, and 4) a GIS of the site selected for renewed operations. A stronger role for AFODESA, for example, as counterpart to the CSRM II field project, will necessitate substantial expenditures, if its present extension period Operational Plan is to retain its integrity.

The report's Conclusions say, in synthesis, that AFODESA's successes were derived in those instances where prepared specialists concentrated their efforts to produce a result, not allowing diversions to confuse their objectives or interfere with their progress. The earlier achievements in publications, the merited reputation in the organization and presentation of courses and conferences, and the advances in GIS, are examples of these. Problems arose, in the case of institutional relationships, in large part because there was no clear idea or agreement as to the objectives of AFODESA. Problems of fragmentation stem from the earlier "terms of reference" dictated for the component, but also result from the lack of a unitary and, therefore, unifying objective that would move technical efforts toward closer collaboration for a common goal. Regional planning is the objective suggested for this purpose. Lack of resources, of course, is also the basis for many of the problems described; the solution to these kinds of problems is clear.

The Recommendations treat needs that can be met by the application of resources: human resources to renew the AFODESA technical staff, as well as for CENDOSA and the GIS unit and financial resources for the expansion of AFODESA's space. Training and technical assistance for GIS personnel are restated as is the need for CENDOSA, in collaboration with the rest of AFODESA, to use its library as a research tool for the production of studies in selva development.

1. BACKGROUND: THE ORIGINS OF APODESA

1.1. The "Regional Development Policy Support" Component

Despite the fact that it was not located in the high jungle, the "Regional Development Policy Support" was an important component in USAID's Central Selva Resource Management Project Paper, dated 1982. Its budget, substantial in relation to that of the entire project, confirms this.

The Project Paper says, "The (CSRM) Project will ... support a national level objective: that of fostering within the GOP a resource management approach to high jungle development." This was to be done through assistance to the Secretariat of Regional Affairs, which would become the repository of GOP experience in planning, designing, and implementing land use capability studies in all high jungle areas. "A small specialized staff (the new APODESA) will insure coordination of high jungle activities at the national level and the establishment and implementation of a development strategy for the high jungle."¹

Hopes, evidently, were very high for the APODESA component and for the ability of a reinforced Secretariat of Regional Affairs (SAR) to accomplish this ambitious task order.

The SAR was an element of the important Presidency of the Council of Ministers and, though its position was not of high order, it did have a direct connection--that of advisor-- to the also important Coordinating Council of Special Projects, which was to oversee and guide the progress of the selva special projects (see Fig. No. 1). This Coordinating Council was presided by the Minister of Agriculture and included as members the vice-ministers of agriculture, education, health, housing, and transportation & communications and the technical director of the National Planning Institute (INF).

The SAR itself, and especially its Office of Special Projects (of Selva), was small and the "Regional Development Policy Support" activity (APODESA in the Spanish acronym) would strengthen and train Special Projects personnel in their evaluation duties (see Fig. No. 2).

¹USAID, Central Selva Resource Management Project Paper, 1982.

PRESIDENCY OF THE COUNCIL OF MINISTERS

TABLE OF ORGANIZATION

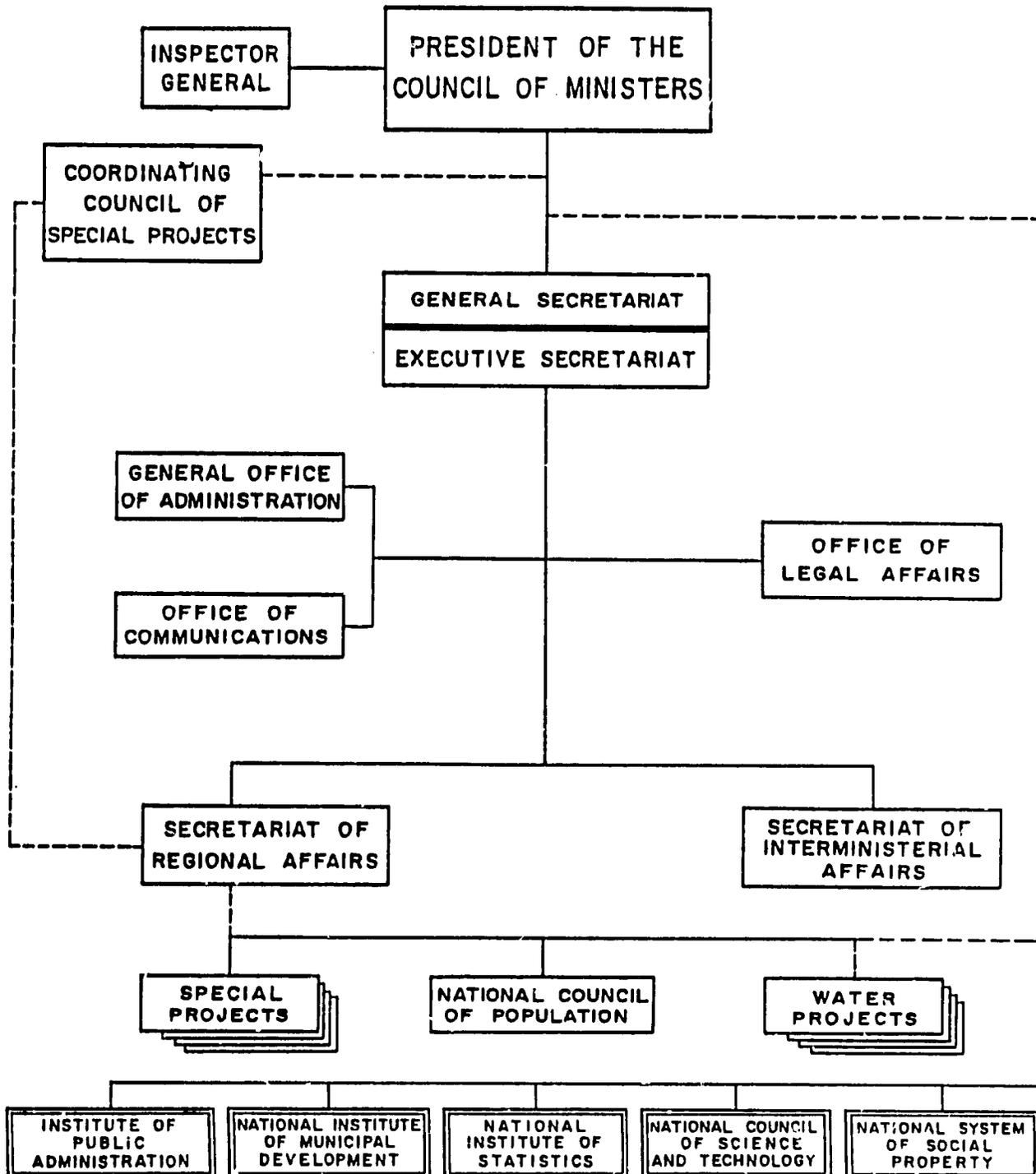


FIGURE N° 1

SECRETARIAT OF REGIONAL AFFAIRS

TABLE OF ORGANIZATION

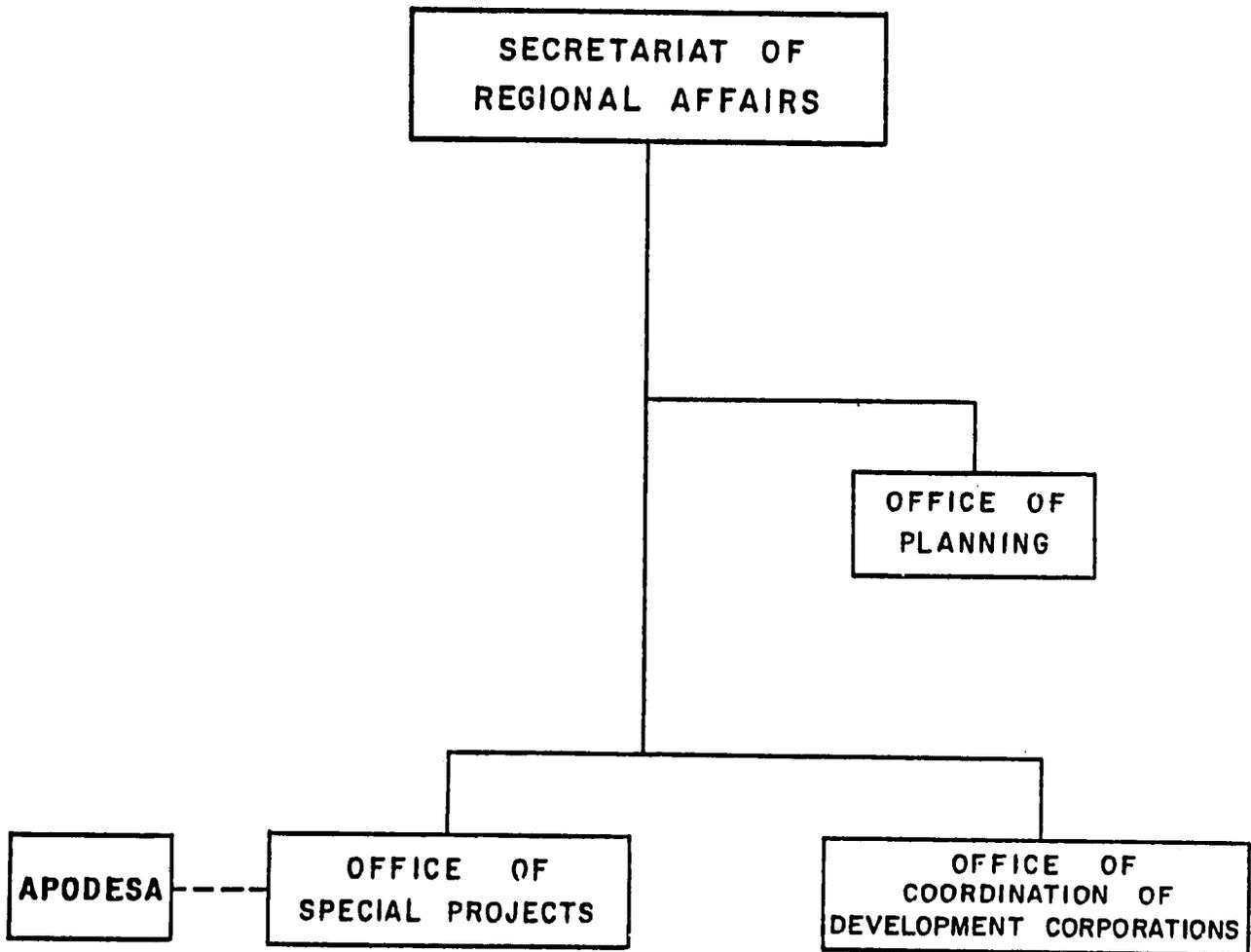


FIGURE Nº 2

1.2. APODESA in the SAR

APODESA initiated its activities in May, 1983 as an adjunct and advisor to the Special Projects office in the SAR. Initial plans called for an APODESA with eight technical specialists. It would both advise, and in certain areas train, Special Projects technicians. APODESA staff members were also to be beneficiaries of training and scholarships, so they could learn more about natural resource management in the tropics, to better interpret and divulge comparable findings in the Peruvian Selva. This program for an upscale APODESA would also help the Coordinating Council of Special Projects in its responsibility of guidance for all selva projects and its potential for making policy, redounding favorably on the APODESA component and enhancing its high-level advisory status.

Whatever possibility may have existed for this positive scenario with the SAR-Coordinating Council, it was terminated very quickly in September of that same year after INADE, the National Development Institute, was founded and both APODESA and the Office of Special Projects were transferred to it.

1.3. APODESA in INADE

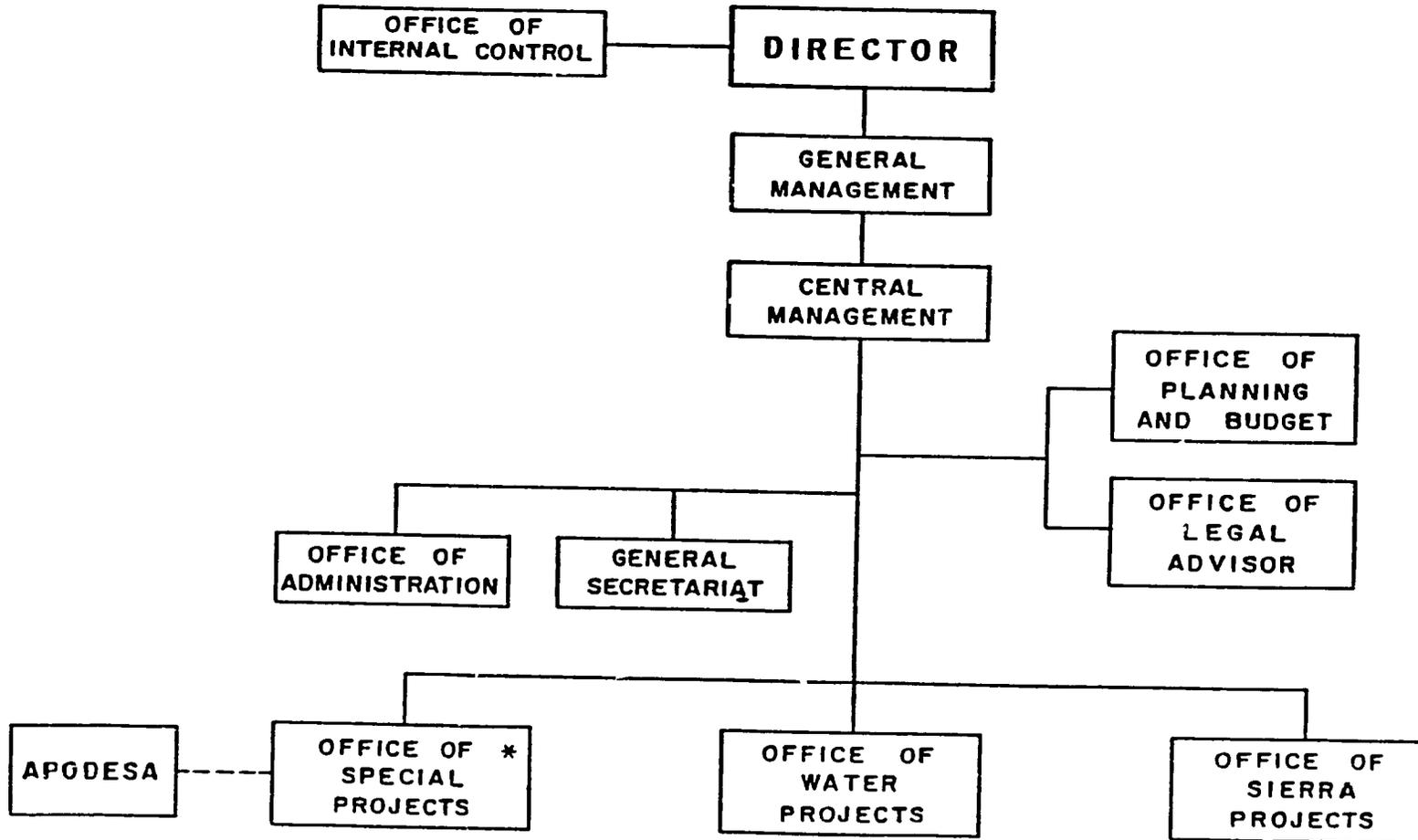
The long trajectory of APODESA in INADE -which relationship still exists- began at that moment in 1983. APODESA did try to cover a large part of the wide range of responsibilities programmed for it. From the start this came to be a losing battle, partly due to the extremely large number of activities to be covered and, all along, due to budget restrictions. Tied, in the first year, to the budget of PEPF, bureaucratic steps and distance from the disbursement source, which was in the Central Selva, led to diminished and delayed disbursements. In this period, an unsympathetic director of the "Project APODESA", made it difficult to receive adequate funding for trips to foreign sites of programs of interest or for training of APODESA staff, both of these described in the Project Paper as important activities for the component. The technical staff of APODESA, listed in the PF to contain eight persons, never exceeded four (see Fig. No. 3).

These restrictions, and others not always imposed by the outside, led to the reputation that APODESA was not able to spend its Convenio-approved budget; it got worse, as the Ministry of Economy and Finances (MEF) restricted serious increases in APODESA's budget from one year to the next, pointing out that the component

NATIONAL INSTITUTE OF DEVELOPMENT (INADE)

OF THE MINISTRY OF THE PRESIDENCY

TABLE OF ORGANIZATION



* SPECIAL PROJECTS OF THE SELVA

FIGURE Nº 3

was asking much more for the upcoming year than it was able to spend the year before.

AFODESA, despite these limitations, tried to cover as much as possible of the wide gamut of responsibilities given it in its role as "rector" of information and experience. Its principal achievements are the subject of the following section.

2. ACHIEVEMENTS AND SUCCESSES OF AFODESA

Despite the institutional and personnel changes faced by AFODESA in its early years, the component made a serious effort to achieve its goals and objectives during the more than five years of its existence. This section attempts to summarize the more salient achievements of AFODESA to date.

2.1. Studies, Reports and other Publications

Since its beginnings, the professional leaders of AFODESA showed a strong interest in publishing the results of the varied activities they were carrying out. The principal body of publications came from studies which were commissioned to specialist consultants to obtain the latest information in fields considered of importance to selva management and development. Some of the subjects treated include the following: agricultural systems, production and marketing; colonists and colonization, including social, agricultural and other economic aspects; agroforestry; tropical forest silviculture and potential; native communities; microregions and Special Projects; and Geographic Information Systems, among others (see Annex I).

Another body of published materials resulted from the many courses, seminars and conferences organized and directed by AFODESA (see section 2.4., below).

2.2. CENDOSA

The Centro de Documentación de Selva Alta, CENDOSA, was one of the first objectives of AFODESA and one of the earliest activities installed in the component. Over the years, this activity has become institutionalized within AFODESA with the following results: 1) the establishment of a library containing several thousand documents concerning the Selva and Selva Alta. This library's staff carries out the continuing function of searching, purchasing, receiving, cataloguing and installing books, magazines, reports and other

documents of selva areas.

The library is used with some frequency by students and researchers from other institutions, a serious limiting factor being the lack of adequate space to operate properly (see 3.2., below). CENDOSA also regularly publishes a bulletin listing new acquisitions and summarizing their subject matter. 2) CENDOSA has taken the lead in organizing an information network that intends to link all the institutions in Peru dealing with selva matters into a coordinated network for information exchange. A workshop on this subject, sponsored by CENDOSA, was held in early 1988 in Lima and subsequently visits were made to institutions based in the Selva to advance this work. A functioning network is still a good distance from reality, but the efforts in this regard are clearly underway.

2.3. Relations with the Special Projects

The Project Paper's program for the "Regional Development Policy Support" component laid out several activity areas to be pursued by it. Most of those implied the need to relate to the Special Projects in the field (e.g., information, research, coordination, training, evaluation). Annex II presents numerous examples of AFODESA activities in service to, or otherwise related with, the Special Projects of the Selva Alta. In this Annex, besides the evident collaboration, one notes the leadership role taken by AFODESA in realizing activities such as those contemplated in the Project Paper. In addition, AFODESA was often called upon to give technical assistance to the field projects or, in fact, to other official entities in the region. The latter, it should be pointed out, was not contemplated in the work program proposed by the Project Paper.

2.4. Courses, Conferences and Seminars

This is an area for which AFODESA has received a considerable amount of recognition, since it has shown the ability to plan, organize, and execute courses, conferences, workshops, etc. The sector most amply covered by such meetings is that of forestry. Numerous reunions have been held on this general subject, including several of an international nature. Among specific themes were agroforestry, silviculture and tropical forest management, agriculture and livestock, agroindustry, native communities, and project formulation, evaluation and follow-up (Annex II indicates that seventeen meetings were presented by

AFODESA in which Special Projects' technical personnel took part). In addition, there were several evaluation reviews and responses to same by the Special Projects concerned.

2.5. Geographic Information Systems and Regional Planning

Central to the activities proposed by the Project Paper for the AFODESA component was the idea of installing in this group the capacity to do regional planning for Special Projects in the Selva Alta. While there were examples of regional planning in the earlier work of AFODESA, it was the installation and later institutionalization of the Geographic Information System (GIS) activity in AFODESA that put in place a work force whose objective was dedicated to the regional planning of the Special Projects areas and, ultimately, all of the Selva Alta.

2.5.1. GIS Concepts

Since planning of any nature requires information and since integrated development planning requires large amounts of information on a variety of sectors or parameters, it becomes evident that the search for, selection, organization, and management of this information becomes directly related to the results of the planning process.

A recently-developed methodology precisely applicable to the information requirements indicated above is the Geographic Information System. Information systems, including Geographic Information Systems, involve two basic steps. The first concerns the input of information into the system, starting with sources and following with the selection and coding of the information. The data resultant from this operation are organized into a data bank; this comprises the input aspect of the system. The second part of such a system involves the processing of the organized data, in our case that in the data bank, through programs of analysis that produce results necessary and useful to the various steps of the regional planning process.

Figure No.4 is a schematic view of an information system. The Geographic Information System follows this general description, but invariably includes geographic identifiers for

STRUCTURE OF THE INFORMATION SYSTEM

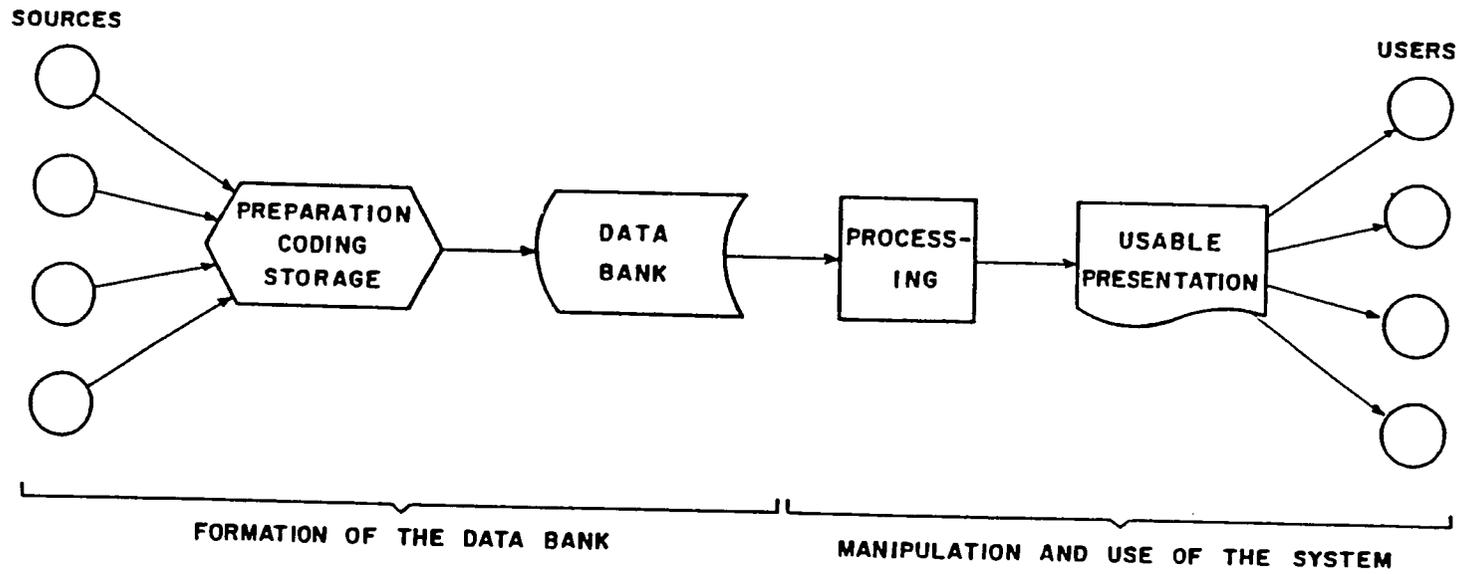


FIGURE N° 4

13

all its data; that is, all data can be identified and located in the geographic space, for example, on maps.

A data bank established for a Geographic Information System takes the form of a matrix in which the rows are geographic units, that is, units located in geographic space, and the columns are variables describing the different attributes or parameters of the area in question (see Fig. No.5). The "boxes" that comprise the data bank matrix contain quantitative information, i.e., numerical data. Since the matrix deals with numerical values, Geographic Information Systems are ideally suited for electronic computer processing. The Geographic Information Systems developed by AFODESA are oriented entirely to computer operations.

2.5.2. GIS Activities in AFODESA

Geographic Information Systems activity began in AFODESA with the arrival of the incumbent technical assistance advisor -the writer of this report- before the end of 1985. That the GIS activity has had an important impact on AFODESA is undeniable. In late 1985, the advisor was assigned a counterpart in GIS. In January, 1986 the national GIS staff of AFODESA consisted of this same person. The situation today, three years later, is quite different. Of the 26 persons currently employed by AFODESA, 12 are members of the GIS group and three others, in the AFODESA Computer Center, are principally dedicated to GIS work. The Computer Center, in fact, owes its existence to the component's GIS activity (see Table 1).

A more detailed view of the evolution of the GIS in AFODESA can be obtained from Table 2. For example, in January, 1987 the GIS group contained six persons. One year later, in January, 1988 the group consisted of seven national technicians. Presently, as indicated above, 15 AFODESA staff members are engaged entirely, or almost entirely, in GIS work.

During the period of active GIS effort this group has worked on three Geographic Information Systems. The first is the GIS for the Palcazú Watershed (see Map No.1). This GIS is the most advanced and can be considered finished if, in

TABLE 1: APODESA PERSONNEL JANUARY, 1989

Name	University Title	Profession	Position	Division or Unit
Fernando Rey Tordoya	Engineer	Agronomist	Director	Director
Romelly Paredes Canari	Engineer	Agronomist	Chief, Administrative and Financial Assistance	Administration
Oscar Perez Contreras	Engineer	Forestry	Chief	Policy and Development
Fernando Carrera Gambetta	Bachelor	Forestry	Project Specialist	Policy and Development
Eduardo Caparo Soto	Bachelor	Librarian	Document Specialist	CENDOSA
Mary Manzaneda Pizarro		Library Tech.	Document Technician	CENDOSA
Jorge Tello Cohello	Eng. Statistician, Economist	Economist	Supervisor	GIS
Walter Alarcon Diaz	Engineer	Forestry	Forestry Specialist	GIS
Jose Luis Rosales Vidal	Bachelor	Geography	Hydrometeorology, Spec.	GIS
Cirilo Olivares Suarez	Bachelor	Geography	Socioeconomic Specialist	GIS
Gustavo Huamani Castro		Geography	Cartography Specialist	GIS
Irene Castro Medina	Bachelor	Geography	Land Tenure Specialist	GIS
Jose Antonio Redanez Haedo	Bachelor	Geography	Hydrometeorology Spec.	GIS
Veronica Orihuela de la Calle	Bachelor	Geography	Socioeconomic Specialist	GIS
Javier Ramirez Mora	Bachelor	Geography	Land Tenure Specialist	GIS
Jose Quispe Vilchez		Geography	Cartography Specialist	GIS
Cesar Lazo Munoz		Cartographer	Cartographer	GIS
Enrique Mendoza Baez		Draftsman	Drafting Technician	GIS
Javier Villafranca Armas	Engineer	Electronic Eng.	Chief	Computer Center
Cesar Palacios Mendizabal	Bachelor	Electrical Eng.	Programmer-Analyst	Computer Center
Jimmy Guis Casas		Programmer	Operator-Programmer	Computer Center
Rosa Delgado Baffigo			Administrative Asst.	Administration
Navia Lucero Robles		Secretary	Project Secretary	Administration
Luis Libon Alva			Concierge Asst.	Administration
Nelly Samame Leon		Secretary	Office Secretary	Administration
Jhonny Sarmiento Collado			Concierge Asst.	Administration

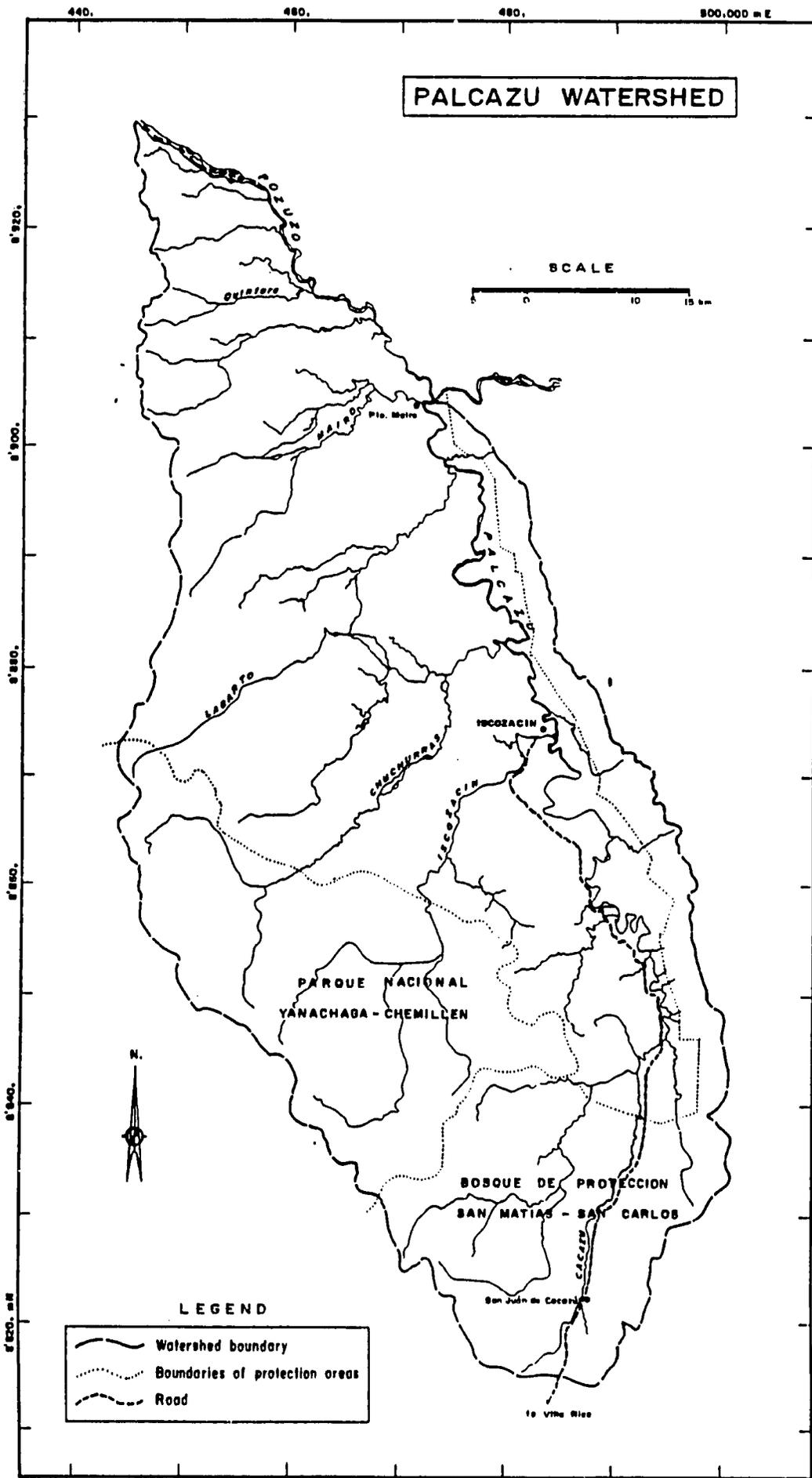
16

TABLE 2: APODESA GIS AND COMPUTER CENTER PERSONNEL

Name	Position	GISs Worked On	Date started
Gustavo Huamani Castro	Cartography Specialist	Palcazu, Alto Mayo	April 1986
Cirilo Olivares Suarez	Socioeconomic Specialist	Palcazu, Alto Mayo	June 1986
Cesar Lazo Munoz	Cartographer	Palcazu, Alto Mayo, Alto Huallaga	June 1986
Jose Luis Rosales	Hydrometeorology Specialist	Palcazu, Alto Mayo, Alto Huallaga	July 1986
Walter Alarcon Diaz	Forestry Specialist	Palcazu, Alto Mayo	September 1987 (1)
Javier Villafranca Armas	Chief, Computer Center	Palcazu, Alto Mayo	December 1987
Cesar Palacios Mendizabal	Programmer-Analyst	Palcazu, Alto Mayo, Alto Huallaga	January 1988
Irene Castro Medina	Land Tenure Specialist	Alto Mayo	April 1988
Jose Quispe Vilchez	Cartography Specialist	Alto Huallaga	July 1988
Jose A. Pedanez Maedo	Hydrometeorology Specialist	Alto Huallaga	July 1988
Veronica Orihuela de la Calle	Socioeconomic Specialist	Alto Huallaga	September 1988
Javier Ramirez More	Land Tenure Specialist	Alto Huallaga	September 1988
Jorge Tello Cohello	Supervisor, GIS Group	Palcazu, Alto Mayo, Alto Huallaga	October 1988 (2)
Enrique Mendoza Baez	Drafting Technician	Alto Mayo, Alto Huallaga	October 1988 (3)
Jimmy Guis Casas	Operator-Programmer	Alto Mayo, Alto Huallaga	December 1988

- (1) Another forestry specialist occupied this position from April 1986 to June 1987
(2) Another GIS supervisor occupied this position from October 1985 to December 1987
(3) Veteran APODESA employee integrated into the GIS group in October 1988

17



MAP Nº 1

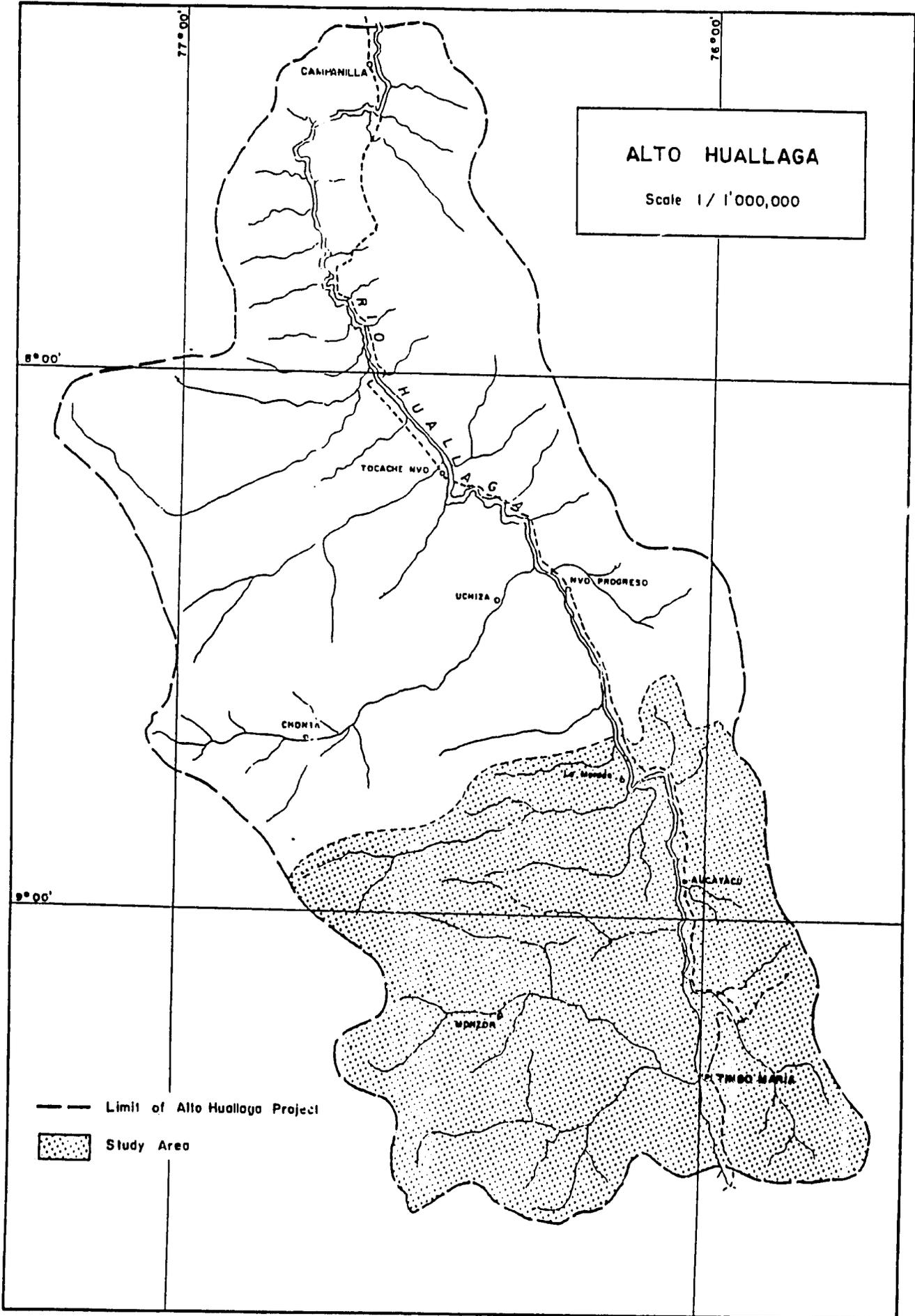
fact, a planning instrument can ever be considered to be finished. A report describing the APODESA Palcazú GIS has recently been completed (see Annex I). This report and, even more so, the Palcazú GIS which can be transferred to a series of diskettes for use at the field headquarters, are instruments of significant potential value to this Special Project.

A GIS for the Alto Mayo Special Project area, initiated in 1987, has made important advances with respect to cartographic input and social and economic data. Unfortunately, last year's economic and institutional difficulties in APODESA, added to internal equipment and software installation problems, precluded the realization of programmed computer operations for this GIS. It must be noted, however, that the Alto Mayo area is of high regional potential as well as national significance, and the work on a GIS for this area will continue until a useful planning tool is produced (see Map No.2).

Of more recent origin is the GIS for the Alto Huallaga Special Project. A convenio with that institution defines PEAH-APODESA collaboration for the construction of a GIS for the southern portion of the PEAH area (see Map No.3). This work was begun last year, again under great economic difficulties, but has progressed, nonetheless. This region has a high political profile, and creating a GIS for it is expected to be useful to the country and positive for APODESA, as well.

This section on Achievements and Successes of APODESA closes with the discussion of Geographic Information Systems, to a large degree purposely. The achievement of GIS in APODESA at the present juncture is mostly institutional, i.e., the establishment of a sizeable core of personnel able to carry on much of this work with the equipment in place that allows them to do that. The production record is less cheerful; the Palcazú GIS is the single case that can be considered at or near termination, although there are ample reasons for the schedule delays of the others (see section 3.3., below).

The greater successes for the APODESA GIS lie ahead. The writer is extremely high on the



ALTO HUALLAGA
Scale 1 / 1'000,000

--- Limit of Alto Huallaga Project
[Stippled Box] Study Area

MAP N° 3

potential of the GIS to aid in planning and decision-making for development. The field is in a state of explosive expansion and thousands of technicians, government officials and planners worldwide are becoming deeply involved in its operations and applications.

The Peruvian Selva and Selva Alta are fragile zones whose ecological balance and environmental integrity are everywhere in danger and, in some areas, on the edge of disaster. What greater service can the APODESA component give to these endangered regions than that of information management: to find out the state of their resources and analyze the potential for safe and proper development? The GIS is a useful, even powerful, instrument for doing exactly that. Support for the GIS, both national and international, must continue and, in fact, improve to allow this instrument to fulfill the promise inherent in its make-up.

3. PROBLEMS OF APODESA

3.1. Interinstitutional Relations

3.1.1. Relations with the Gerencia de Proyectos Especiales

From the start, relations between APODESA and the Gerencia de Proyectos Especiales of INADE (GPE), were difficult to manage reaching, at times, states of high tension. While these difficulties were often considered to have their base in personality differences or personal conflicts, a more objective reason is the difference in objectives between the two institutions.

The GPE had, -and has- the responsibility of monitoring the progress of the Special Projects operating in the Selva and, through this, guiding the improvement of the Projects' performance. Since the execution of most of these Projects runs from barely satisfactory to highly inefficient or unproductive the GPE, understandably, seeks help for its relatively small group to assist with these monitoring and guidance tasks. This help was often sought from APODESA whose chief, since the move to INADE, also happened to be the head of the GPE. When

carried out, it usually involved trips to one or another of the Special Projects in the field by APODESA specialists for purposes of coordination, evaluations or technical assistance. Some of the larger commitments for collaboration involved APODESA training of Special Projects personnel in courses, workshops, etc.

The terms of reference for the "Regional Development Policy Support" component, as interpreted from the Project Paper, includes technical assistance and training functions, but for the (then) Office of Special Projects. (It is noteworthy that the original APODESA technical specialists bore the title of "advisor".)

But the core of APODESA's activities, according to the Project Paper, was quite clear. It was to search out and analyze selva resource management experiences and divulge them to the Special Projects in execution so they might alter their objectives and eventually improve their results. This knowledge would also contribute to better planning of future development projects in the region. APODESA specialists, by and large, held this view of their objectives and duties.

This problem, in the writers' view, was fundamental in inciting APODESA's demands for "autonomy" from the GPE, a situation which heated up during the first project extension exercise in early 1987 and culminated, later that year, in profound changes in the personnel make-up of the component as three of the original four specialists left APODESA.

Though never really resolved -missions of APODESA personnel in service of GPE requirements have continued- the issue is not the incandescent item it was two years ago. Personnel changes and vacancies (see Table 1), the economic crunch which has decimated APODESA as well as INADE budgets, and the prolonged uncertainty of APODESA's future in both 1987 and 1988, have made this issue moot, at least for the present.

3.1.2. Relations with the Special Projects of the Selva

AFODESA's long relationship with the Special Projects in the field is documented history (see Annex III). It is evident that much useful work has been performed by AFODESA in service to them. Unfortunately, this has not always resulted in a positive opinion of the component on the part of Special Projects personnel.

There are several reasons for the poor reputation that AFODESA has suffered in many of the field areas. First, there is a confusion of objectives and responsibilities. AFODESA must perform many tasks in the field such as information, research and evaluation, which are mandated in its terms of reference; add to these, monitoring or similar efforts which they must do for the GPE. Such activities often do not sit as well as positive contacts involving coordination, training or technical assistance.

Second, AFODESA, again through its terms of reference, is required to organize and direct the evaluations that have been realized for many of the Special Projects in the field. The results of these have frequently been traumatic for the Projects, since the evaluations characteristically point out deficiencies in their operations and prescribe corrective measures which must be complied with. AFODESA is recipient of a part of the ill will emanating from these Projects although it was not responsible for the preparation of the evaluation reports, which were usually done by consulting firms.

The third point involves the demand for technical and other assistance on the part of the Special Projects. AFODESA, as well as the GPE, are targets of these requests for help. There is little question that these needs are valid. The true question must be: who is required to provide this assistance? It is likely that AFODESA's inability to maintain the consistency of attention demanded by the field Projects has contributed to a large degree to its negative reputation in some field areas; the writer has heard expressions such as these during his trips to the Selva.

It ought to be made clear that APODESA cannot continue to function as "bombero" of last resort for the varied problems that arise in the Special Projects. APODESA's mission is planning and policy formulation respecting selva development, and it has great difficulty trying to keep up with this requirement. The fragmentation and diffusion of its small technical staffs efforts was pointed out in the Schreiner evaluation of APODESA² and was a constant criticism of the writer, who has been advisor to the component for more than three years.

It should be mentioned that the economic privation and institutional uncertainties of the past 18 months as well as the departure -and non-replacement- of most of APODESA's high-level technical staff, has diminished assistance activities in the field. It may very well be that a program such as the one maintained in previous years will never be renewed by APODESA, regardless of the extent of the latter's reconstitution. Nevertheless, this is a warning and expression of concern regarding an issue that was a serious problem in the past and could become one again.

3.2. CENDOSA

The documentation center of APODESA has survived because of its inherent importance as a repository of information on the Selva and the promise of what it can be.

Unfortunately, CENDOSA operates presently as a library of low utilization with its two-person staff engaged principally in cataloguing received documents. Budget difficulties, which preclude staff enlargement and the purchase of adequate numbers of books and other documents, have limited its operation. Its space is invaded and inadequate for a proper research and library study function.

CENDOSA is attempting to take a leadership role in the creation of a nationwide network for selva information. While this project is laudable, it remains to be seen if CENDOSA has the leadership capacity and can obtain the support required to make serious advances toward

²Schreiner, Dean Evaluation of APODESA, June 1986.

this goal.

The principal failure of CENDOSA, in the view of the writer, is one of omission. The Center lost years of opportunity during which -evidently, with APODESA support- it could have functioned as a unique and proprietary research center, in which scholars, consultants, or APODESA technical staff, would pursue research studies on subjects of interest to selva development using CENDOSA's own materials. The resultant publications would have the imprimatur of CENDOSA-APODESA creating, over time, a reputation for the component, as well as for the Center, as a serious contributor to the study of the Selva. It is not too late for this, and one or more of the activities of divulgation or diffusion contemplated in Phase II of the CSRМ Project should be based on this form of study.

The construction of Geographic Information Systems requires large amounts of information and there is no doubt that CENDOSA possesses documents containing much information useful to the GIS. While this source has been tapped in the past, it has not be pursued on an organized and systematic basis. A procedure for collaboration in this matter, that involves the active participation of CENDOSA personnel, would not only benefit the GISs produced but contribute to the unification of APODESA, something much needed and highly desirable.

3.3. GIS Operations

While GIS activity is evidentially well-established in APODESA, has shown useful results and expects a bright future (see section 2.5.2., above), several current problems are hindering the proper functioning of the unit and contributing to production deficiencies. The problem areas are treated separately, below.

3.3.1. Supervision

The GIS unit or division of APODESA was without a national supervisor for the first nine months of 1988, when the first counterpart -to the advisor- resigned at the end of 1987 after more than two years in this work. A new supervisor was appointed as of October. He is presently away from the office on vacation leave and there is information that he will not return to APODESA. Another person will have to be found, at the earliest, to lead the GIS group, which is entirely young and with limited experience. A

person with at least five years of experience and with work or educational background in GIS, regional planning and/or land resources, is most indicated. The pending absence of technical assistance makes the acquisition of a proper person for this position a matter of urgency.

3.3.2. Computer Center

Despite the hiring of two programmer-analysts (one with GIS experience) at the end of 1987, the receipt of substantial equipment and the inauguration of the APODESA "Computer Center" in June, the year 1988 was not a good one for this unit.

With equipment oriented almost entirely toward GIS operations and software that is expected to do the same, much of the year, nevertheless, was spent in 1) attempting to retrieve equipment from local Customs, 2) making claims or trying to replace equipment or software that was missing or failed to function and 3) trying to interpret software operations and items (e.g., drivers) needed to make them work.

There is no doubt that attempting to establish a new process (GIS computer operations) on equipment and software not known to the participants is a slow and tortuous process, but it may have been accelerated with proper supervision and, even more so, with adequate training or specialized technical assistance, neither of which was available during 1988 due to lack of funds. A new leader for the computer center is also indicated.

3.3.3. Training

An enormous amount of time was lost by the programmer-analysts, and others, trying to decipher the proper application of software to the equipment being used. The fact that the manuals and other documentation were in English did not help the situation.

From this point on, it should be a matter of standard practice that the installation of new equipment, and especially software, be accompanied by training or other instruction, either in Peru or in the United States. (This was standard practice with the AID-supported

project in GIS to ONERN but was not considered when the equipment was initially purchased and was eliminated when subsequently requested for the AFODESA GIS.)

Some of the people in the GIS group should also be considered for training in the subject. There is a lot to learn in this exploding field, and opportunities should be given for this purpose. These should not be considered a reward to individuals but a necessity for the advancement of the activity in AFODESA.

Since the English language will be a barrier for most, if not all, of the personnel at least for a while, courses or hands-on workshops should be sought in other countries of the region (e.g., a course-workshop on the ARC-INFO GIS software will be held in Merida, Venezuela in September of this year). Participation in conferences or meetings where, besides hearing papers on the subject, equipment and software are exhibited and demonstrated, should also be supported.

3.3.4. Computerized Applications to Planning

This is a subject of extreme importance to the acceptance and value of GIS, not only in Peru, by the way, but in the United States and elsewhere.

The AFODESA GIS has already shown applications in environmental management (land use conformity), in land use planning (apt soils for traditional crops), in forest economics (determination of net value of the standing forest), and in socioeconomics (spatial location of income distribution), among others. This scratches the surface of the number and variety of analyses that can be derived, not to mention the ultimate goal: to obtain a zoning, or regionalization, of the geographic space that indicates the proper treatment for each land unit, based on its own characteristics as well as on exogenous factors (e.g., infrastructure, markets, etc.) where indicated. The GIS can do all this. However, like all other computer activity, it must be directed to do so.

In its present situation, AFODESA should, first, continue with those analyses and applications it has done and is able to do. Second, it should

add analyses and applications most important to the Special Projects involved, e.g., water needs, over space and time, for rice production in the Alto Mayo; the location and optimal crop or other enterprise activity as alternative to coca planting in the Alto Huallaga. Third, it must engage incumbent members of the GIS group and the rest of APODESA in this activity, according to their capacities to contribute. Fourth, APODESA must be alert to articles, publications, programs and software that can help in this matter. Finally, it must be prepared to employ professional specialists both locally, and from the exterior, who can contribute to solving some of the most urgent applications problems.

3.4. Personnel and Program

3.4.1. Fragmentation among Personnel

The numerous and varied activities suggested in the Project Paper for the new "Regional Development Policy Support" element is probably the initial cause of the fracturing and fragmentation of APODESA efforts, exacerbated by the component's limitation to four professionals. Individual preferences had their influence, as well. It appears that most of the staff liked to do coordination and training (i.e., courses, conferences, etc.). Less evident were participation in information, research and divulgation. Odd disciplinary combinations are perceived: an anthropologist very involved with pisciculture, an agronomist strongly identified with courses in project formulation and follow-up.

A counter-comment to the criticism implicit in the above is that development and, therefore, development planning is multidisciplinary and involves diverse elements. This is true, and in other settings, for example, a university department, the activities depicted in the above paragraph might be considered to be positive.

The writer responds in this manner: one of the principal objectives of APODESA is regional planning and while it appears that its elements are many and diverse, its methodology is direct and controlled; it has a beginning, a middle and an end. It is a procedure to tell us all we can

learn about the geographic space concerned (information), and to offer insights through the study of this information (analysis), that permit a set of recommendations for improving the use of resources and levels of living for this space's inhabitants (plan).

There is little in the past of APODESA to indicate that the multidisciplinary activity performed by its specialists was of a piece, could fit together in a coherent manner in the service of planning one or another of the regional spaces they were treating. The Geographic Information System has the ability to direct and control this collaboration. This unity of action, by means of the GIS, was one of the hopes of the advisor. It never received much support from the four APODESA "advisors" and is not presently an operational possibility since the depletion of the APODESA senior specialists ranks over a year ago.

3.4.2. Program

As pointed out earlier, APODESA's functions in CSRM I included information, research, training, coordination, policy, project formulation and evaluation, among others. The Project Supplement document, prepared about a year ago, consolidates these into more comprehensive and more operational elements. These are principally: GIS, CENDOSA, policy, and project formulation. Although the GIS budget is the largest of all rubrics, there is concern that budget cuts made at national level, always possible in difficult economic times, will destroy the ability of the GIS unit to comply with its program in 1989, and beyond.

Should these cuts occur, it is more important than ever for the GIS to receive the collaboration of the other APODESA specialists. In this regard, an early requirement is the replacement of the technical specialists absent from APODESA since at least August, 1987.

4. APODESA COLLABORATION IN THE RELOCATION PHASE

Events revolving around terrorist activity in the Central Selva, confirmed in September of last year, led to the decision that AID support could not be continued beyond

December 31, 1988. This change in relations with PEPF and PDR Palcazu has moved a new effort to define an alternative program for the essentially two-year extension period.

AFODESA, Lima-based, is said to continue. While its two-year budget is fixed in the new convenio, the radical change just occurred gives AFODESA the opportunity to serve the Project in additional ways during the interim relocation period, already under way.

4.1. Opportunities in Training

As indicated above (see section 2.4.), AFODESA can show years of experience in planning, organizing and executing all types of training, i.e., courses, seminars, workshops, encounters, etc., both large and smaller, in Lima and other sites of the country.

It is suggested that AFODESA is qualified to accept this role now. With regard to specialized teachers, AFODESA has shown the ability to find and contract competent and, often, well-known specialists for these courses or workshops.

In addition, courses on substantive themes familiar to AFODESA can be considered as subjects for presentation. Among these, as examples, would be: 1) most courses in the area of forestry, 2) agriculture and livestock, 3) the social area, related to colonists and/or native communities, 4) economics, related to agriculture, agroindustry, marketing, production costs and prices, families, 5) in Geographic Information Systems there could be several courses, depending on the recipients.

According to the level of effort assigned, AFODESA may require support for additional personnel to collaborate in this work.

4.2. Opportunities in Divulqation

This could be considered to have three aspects: 1) conferences, meetings, 2) publications, 3) broadcast information: radio, television, film.

AFODESA has experience in the first two; it could be expected to handle the conferences well, but would likely need contracted help for almost any level project of publications not now programmed.

The third group, radio, TV and film, is a very specialized area not, to the writer's knowledge, familiar to the present AFODESA staff. Help from the

latter would more likely be found in the organizational and administrative aspects of this work.

4.3. Opportunities in Relocation

Two areas of potential collaboration are seen for APODESA in this category. The first is studies, the second would be GIS.

Before making a decision on the selection of an alternate site, the possible, or at least the most likely, alternatives would have to be studied. The component can help here in two ways: first, with professional personnel to participate in the carrying out of these studies, or by contracting professionals to do the same and, second, as a source of information, either through CENDOSA (printed material) or the GIS group, for general intelligence on maps or aerophotographic materials.

GIS, as an activity, would require a decision on the part of AID and the GOP as to where they are likely to be going for the Phase II operation. As soon as this is known a new GIS can be started for this zone. Although there have in the past been delays in the production of the GISs, this is not necessarily pre-ordained if proper levels of attention and priority are given to the work. As indicated in several locations above, a completed GIS for the relocation zone would be an excellent tool for planning and project execution in that area. In addition, starting the GIS concurrently with the initiation of activities in the relocation area gives those specialists working in the latter the advantage of knowing and following the development of the GIS as their own project develops. This will make the subsequent transfer of the GIS to the user -the relocation area specialists- easier and more readily applicable.

5. CONCLUSIONS, LESSONS LEARNED

5.1. On the Origins and Objectives of APODESA

- The Project Paper's interest in setting up a "Regional Development Policy Support" unit to influence policy formulation and the proper management of selya natural resources was a good but ambitious concept that could only have worked if it were placed institutionally at a high-enough level and had sufficient technical staff to do the numerous tasks implied for its work.

- The chances of formally occupying the role as "rector" of selva policy formulation via institutional location in the Secretariat of Regional Affairs of the Presidency of the Council of Ministers were concluded with the transfer of APODESA to INADE in late 1983. INADE, concerned with project execution, readily accepted the guidance of the Special Projects of the Selva Alta, but was not the place for promoting policy formulation. Lesson learned: the ability of the newly-created APODESA to carry out its objectives of leadership in influencing proper natural resource management in the Selva, and policy formulation for same, was conditioned principally by its institutional location.

5.2. On the Achievements and Successes of APODESA

- A number of publications on themes related to selva development were produced by APODESA during its tenure. A drop in production is noted in the last few years due mainly to economic restrictions and the departure of most of the component's high-level technicians.
- CENDOSA has a representative and growing collection of books and documents on the Selva. It is taking the lead in creating a nationwide network on selva information. This unit has proven of value to specialized users, although problems have lessened its performance and limit its potential (see section 5.3., below).
- Many of the relations with the Special Projects in the field have been positive and fruitful, mostly in proportion to the degree to which APODESA staff attends these Projects' assistance requirements. (The negative side of these relations are mentioned in section 5.3., below.) Still, valuable collaboration has occurred in such areas as training, coordination and technical assistance, although the latter was not contemplated as a component activity.
- APODESA has gained a deserved reputation for its ability to organize and carry out courses and conferences, both national and international, on a variety of themes. Lesson learned: in those instances and activities in which APODESA staff could concentrate on its objective, positive results were obtained. The area of publications stands out in this regard and aspects of CENDOSA and interinstitutional relations are evident. The dispersal of resources and effort beyond a manageable program leads to the

breakdown of sustained progress.

- Although Geographic Information Systems activity in APODESA began less than three years ago, it is now the component's most important element with respect to budget and number of personnel. Production of GISs, under way since 1986, cover the Special Projects areas in the Palcazu, Alto Mayo and Alto Huallaga and the preparation for other areas is in the component's project extension operating plan. GIS methodology is a procedural guide for carrying out the planning process. Since the GIS is based on large amounts of quantitative data, knowledge of the regional spaces considered will be of a high order and targeted analyses will permit planning that accurately determines the potential and limitations of the area's natural and human resources for sustained use. Lesson learned: GIS elaboration is an activity highly-sensitive to institutional relationships. The "users", in these cases the Special Projects, must maintain close operational ties with the GIS work group in APODESA to know the content and evolution of their GIS, in order to better apply its operation in the field, which is the ultimate objective of GIS formation.

5.3. On the Problems of APODESA

- Relations between APODESA and the GPE have traditionally been difficult and, as the chief of the latter is in fact also head of the component, calls for and eventually moves toward "autonomy" on the part of APODESA personnel several years ago increased this tension. Issues of fiscal management and work assignments in support of the Special Projects in the field spurred these differences, which led to the departure of three of the four original APODESA "advisors" in 1987. While the autonomy issue was never formally resolved, the naming of a new head of APODESA and the appearance of other more pressing problems, such as economic restrictions, served to sidetrack this problem. Lesson learned: a careful reading of the objectives of the "Regional Development Policy Support" component, oriented to regional planning and policy formulation, both of those based on proper natural resources management, may have avoided these differences, and the loss of time and human effort involved. The assigned objective is difficult enough to achieve, especially with limited staff, without confusing it with purposes for which the component was not responsible.

- Relations between APODESA and the Special Projects were also generally not good with the component holding a poor reputation among many of the technicians in the field projects. This also is due in great part to misunderstanding, by the field people, of the mandated role of APODESA. Happy when component specialists are in the Selva Alta for activities of coordination, technical assistance and training, the attitude becomes negative if the t.a. is not offered in sufficient amounts, and during the often traumatic evaluations of the field projects, which were organized but not realized by APODESA. Lesson learned: the same lesson written just above applies equally here: the understanding of each institution's mission and responsibilities will clarify and ease interinstitutional relations.
- CENDOSA is a weak institution with a very important responsibility. It is understaffed, underfunded and inadequately situated to work properly. It continues to function mostly as a document cataloguing unit when it should take the lead in demonstrating the value of its collection by organizing the preparation of interest-attracting studies based on its materials. An unusual opportunity has been missed here. Lesson learned: Leadership and professional capacity do make a difference and so, unfortunately, do the reverse.
- GIS problems are mostly those of omission. There was no supervision of the GIS group for most of last year and there is none at the moment; the Computer Center lacked functioning elements of its GIS system, also during most of 1988; it needs more people with analytical experience and more dynamic leadership; the total ban on computer-specific technical assistance has had its negative effect on getting the Center moving into GIS production. T.A. and hands on training can provide production and professional development benefits. The proximate departure of the long-term technical assistance to APODESA adds more weight to the GIS unit's problems. Lesson learned: there are no substitutes for proper technical assistance and training. To believe the elimination of these expenditures is a saving is illusory.
- The proof of a Geographic Information System is in its use. The planning process is said to be based on information because it requires numerical and statistical results in diverse substantive areas for its analytical procedures. APODESA has already provided useful analyses in the Palcazu GIS but these

just scratch the surface of the grand variety of analyses that can or ought to be done to respond to the needs of that and future GISs. The APODESA GIS unit, with augmented staff, albeit temporary, will need to enter more directly into 1) determining more clearly the result required for a specific GIS problem, and 2) do the investigation, study, programming and testing of some of the indicated models. It cannot be assumed that there is a software out there ideally suited for the need, waiting to be discovered.

- The multiplicity of activities dictated for the component by the Project Paper, individual preferences of the staff "advisors" and the intromission of the GPE with field and other assignments for the APODESA high-level staff, all contributed to a fracturing and fragmentation of APODESA efforts, when the idea of regional planning called for an integrated, collaborative approach, the opposite of what was occurring. Ascribing the APODESA professional staff to at least some level of cooperation with the GIS-planning mode is indicated.
- APODESA's program for CSRM II, as shown in the Project Paper Supplement, has been consolidated, with the GIS program becoming the largest (in budget). An exclusive dedication to regional planning, and less intervention from other agencies (i.e., the INF), would have resulted in an even stronger GIS sector. Further detractions from the present budget, for example, that may be suggested by the economic crunch, ought to be resisted.

5.4. On APODESA Collaboration in the Relocation Phase

- One of APODESA's recognized strengths has been its record in organizing and leading training activities of wide thematic variety and for different size and level recipients. It can be expected to perform in a similar manner in this rubric during the relocation phase of CSRM II, commencing shortly. Besides the general idea of course management, APODESA should especially be able to handle training in substantive areas now in the memory and experience of the component, such as, agriculture, forestry, economics, the social area, and GIS.
- By virtue of its experience, APODESA is poised to collaborate in activities of divulgation during the relocation period. Particularly apropos are the areas of conferences and meetings, and publications.

- One presumes a study phase will be an important part of the effort to select an alternative site and define the program of activities that will be carried out in it. In this work, AFODESA can help in several ways: first, provide some of its own staff for part of these studies, second, find and contract specialists suitable for the tasks at hand and, third, support the studies with informational help via CENDOSA (print documents) and the GIS group (maps and aerial photographs or other remotely sensed products). The major contribution by the GIS group would be to establish a Geographic Information System for the new site. To get started with least delay, the decision on the site selected will have to be communicated early on and an idea of the parameters or issues of importance determined, also at the earliest.

6. RECOMMENDATIONS

6.1. On AFODESA Personnel and Program

- Three senior specialists should be hired by AFODESA to replace those gone at least 1 1/2 years, now. Professional areas sought would be: resource economics or agricultural economics, anthropologist or sociologist, and regional planner-environmental management. Short-term people will be required for several of the upcoming tasks. The fields most indicated are agronomy, agrometeorology and statistics.
- The program, for the two year extension period is defined and will, at this stage, have to be defended. GIS and CENDOSA should have first priority (in defense against cuts). Specific studies emanating from AFODESA (see 6.2., below) are preferable to nebulous exercises in policy formulation.
- If the AFODESA program expands, based on the availability of the program-designated AID funds, new or additional office space should be obtained to permit proper working space for permanent and eventual employees. The serious space problem of CENDOSA should be resolved at this time.

6.2. On CENDOSA

- To operate properly CENDOSA needs more staff, including a research person; more space, including better space for privacy and tranquility; more

budget, to obtain needed additional books and other materials; a head, from the area of substantive studies, not necessarily library management.

- During the CSRM II period, CENDOSA, in conjunction with APODESA and GIS technicians, should start at least a limited program of studies produced under its aegis, using its documentary source and covering issues of importance to selva development.

6.3. On the Geographic Information System

- Further personnel support to the GIS should probably be eventual (short-term) hire in such areas as agronomy and agrometeorology, rural sociology or anthropology, regional planning, and statistical analysis.
- A supervisor, with experience in the theme (GIS) or land resources, should be found to fill the present vacancy.
- The Computer Center has urgent requirements for the following:
 - . A new head of the group (programmer-analyst), a manager with broad operations background.
 - . A program of training in the software use (ARC/INFO, UNIRAS) and in GIS operations (this should also include GIS personnel).
- Technical assistance to the young and inexperienced GIS group is very important to keep it moving toward its objectives and goals. Apart from regional planning, this t.a. could include computer software for GIS applications, statistical analysis, and data base formation and management.
- Within the GIS group a capability should be developed to offer courses in this subject for participants in government agencies or the Special Projects. All members of APODESA and indicated AID personnel should also receive a short course or in-depth briefing on the purpose and workings of the GIS in APODESA.

38A

ANNEX I

ANNOTATED LIST OF APODESA AND INADE
PUBLICATIONS ON THE SELVA ALTA AND SELVA

ANNEX I

The following is an annotated list of publications, written by APODESA and INADE, on a variety of subjects, but having in common their location in the high jungle (Selva Alta) and Selva.

This list was compiled by CENDOSA, the documentation center of APODESA, which carries on a full-time program of acquisition and cataloguing of written material on the above-mentioned Selva areas. The annotated summaries have been translated into English.

Other reports and documents on the region which do not exhibit APODESA authorship, e.g., Project evaluations done by consulting firms, or proposals presented by regional entities, are not listed here, although varying degrees of APODESA participation were involved.

AFODESA

1. APOYO A LA POLITICA DE DESARROLLO REGIONAL

Agroforestería: algunas referencias sobre la experiencia Peruana. Lima, AFODESA, 1985.

This is a selection of articles and speeches that treat the agroforestry problem from different perspectives.

2. _____

Análisis de la economía agraria de colonos del valle del Palcazú. Lima, AFODESA, 1986.

Analyzes the agrarian economy of the colonists settled in the Palcazú valley. Covers subjects such as family income, marketing of products, employment of manual labor, credit and financing. Shows that the colonist census is complete, comprising a diversity of thematic information for the year 1985.

3. _____

Análisis de la problemática pecuaria del valle del Palcazú en base al resultado del censo de colonos. Lima, AFODESA, 1986.

Based on the results of the colonist census, the report analyzes the livestock problem in the Palcazú valley. Includes a study of pasture carrying-capacity and bovine and other cattle population, as well as a cost analysis for the installation of new pastures. Shows that the mentioned census is complete, comprising a diversity of thematic information for the year 1985.

4. _____

Análisis de la producción agrícola de los colonos del valle del Palcazú. Lima, AFODESA, 1986.

Evaluates the results of the application and processing of the colonist census and of field experiments with 5 crops in 8 sectors of the Palcazú valley, obtained with both local and improved technology, this constituting an effort to bring agricultural knowledge in this valley up to date. Shows that the colonist census is complete, comprising a diversity of thematic information for the year 1985.

5.

Avances de la silvicultura en la Amazonia Peruana. Lima, APODESA, 1986.

Comprises the bases and conceptual aspects referred to the dynamics of neotropical forests and to the establishment of forest groves and seedling nurseries in tropical regions. Covers silviculture experiences and results in the Peruvian Amazon region. Presents the elaboration of a phenological calendar of 55 species based on a methodology developed in the von Humboldt Forest Experiment station; the preliminary silvicultural study of mahogany in Tingo Maria. At the end, it summarizes the results of field work referred to the supply of forest seeds, the installation and management of nurseries in the selva and the silviculture of the cedar, mahogany, tornillo, ishpingo and marupá.

6.

Comercialización de productos agrícolas en el Huallaga Central, Bajo Mayo y Alto Mayo. Lima, APODESA, 1985.

Highlights aspects of the marketing of agricultural products in the area and its influence on the agricultural productive process, on the social and economic situation of those products and the agricultural practices that influence the stability and conservation of natural resources.

Includes conclusions and recommendations oriented, basically, to widening the horizon of policies of promotion and incentives to producers via marketing systems, prices and agroindustry.

7.

Diagnóstico y lineamientos para el desarrollo integral de las comunidades nativas del Alto Marañón - Amazonas. Lima, APODESA, 1985.

Reviews and evaluates results of the principal development policies established within the geographic limits of the Alto Marañón. Analyzes the situation and condition of the native communities of this region within the general problematic of regional and national development; proposes objectives and policy guidelines for confronting the concrete problem of the integral development of the native communities considered.

8.

Evaluación del desarrollo forestal en el ámbito de los Proyectos Especiales de Selva, análisis comparativo. Lima, AFODESA, 1984.

Makes a comparative analysis of forest development in the ambit of six selva Special Projects which the Government is carrying out as part of its policy of incorporating the selva into the national economy. It proposes a program of forest development integrated into the socioeconomic development of the region.

9.

La experiencia de colonización en la Selva Alta del Peru: racionalidad económica y ocupación del espacio. Lima, AFODESA, 1984.

Analyzes the structural characteristics of the small farmer economy in the Selva Alta, in particular the case of Andean migrants to areas of the agricultural frontier. Tries to establish the relationship of this process to the transformation of regional space and the provision of physical infrastructure on the part of the State.

10.

Identificación de mercados para la producción agrícola de la Selva Central. Lima, AFODESA, 1985.

Analyzes the relation existing between the projected agricultural supply of the Fichis-Palcazu and Satipo-Chanchamayo Rural Development Projects and the projected consumption of the principal regional markets (Tarma, Oroya, Huancayo) and the Lima-Metropolitan market. Seeks to serve as a technical instrument that permits the determination and regulation of agricultural production levels in each of the Central Selva projects; also to design policies of consumption promotion and agroindustry for the products offered by those valleys of the mentioned region.

11.

Mesa Redonda "Investigaciones Agrarias y Agro Industriales en la Selva Alta". 2a. Ed. Lima, AFODESA, 1984.

Presents the results of the Round Table, in relation to the Special Projects of the Selva, on forest research,

administrative problems and the scientific-technological establishment of agriculture.

12. _____

Metodología para el seguimiento, evaluación y medición del impacto de los Proyectos Especiales. (documento para discusión). Lima, APODESA, 1984.

Proposes a method to facilitate the permanent and systematic realization of actions and follow-up, evaluation and measurement of the impact of the latter which are currently being executed by the Selva Alta projects of Peru.

13. _____

Primer Seminario de Producción de Ovino Tropical, 1. Lima, APODESA, 1986.

Presents the advances in the tropical sheep breeding program in the Central Selva of Peru.

14. _____

Proyectos de desarrollo rural en la Selva Alta del Peru. Lima, APODESA, 1984.

Explains the role that INADE performs in relation to the Development Projects. Especially highlighted are the Rural Development Projects that are being executed in the Amazon region of Peru.

15. _____

Seminario-Taller "Problemática de la provincia Condorcangui-Alto Marañón-Amazonas". Lima, APODESA, 1985.

Divulges the conclusions and recommendations of the Seminar-Workshop, with the intention that they be taken into account for the purpose of implementing a development program for this region of the country.

16. _____

Sistemas agroforestales en la Amazonía Peruana. Lima, APODESA, 1985.

Results of the Course-Workshop on tropical agroforestry held in San Ramon, October 15-19, 1984 and of other experiences applicable to the Peruvian tropics.

17. _____

Sistema de Información Geográfica, Cuenca del Río Palcazú.
Lima, AFODESA, 1988.

Explains the conceptual and operational bases of a Geographic Information System. Illustrates the method of data bank formation and indicates its importance.

Presents examples of applications for 1) data retrieval for information requirements for decision-making and 2) analyses needed for planning purposes.

Numerical, graphical and textual examples illustrate principal methodological and substantive points made in the report, which treats the Palcazu watershed area.

18. APOYO A LA POLITICA DE DESARROLLO REGIONAL, INSTITUTO NACIONAL ANDINO DE DESARROLLO EN POBLACION

Sistemas Agrícolas en la Selva Alta. Lima, AFODESA, 1986.

Analyzes and characterizes the agricultural systems in the Selva Alta, with special emphasis on family units, and the sociocultural, economic, environmental and technological aspects which determine or condition the adoption and diffusion of one or another agricultural system.

Contributes to a better understanding of the systems in force and their characteristics with a view to a reorientation of the research, promotion, extension and rural planning activities being carried out by the State in this region.

INADE

1. PERU, INSTITUTO NACIONAL DE DESARROLLO

Propuesta de estrategia de desarrollo para la Selva Alta del Peru. (borrador para discusion). Lima, INADE, 1985.

Synthesizes and announces a development strategy for the Selva Alta region based on the intensification and concentration of integrated rural development projects.

2. _____

Situación actual de los Proyectos Especiales en Selva. Lima, INADE, 1985.

Presents general information about the Integrated Rural Development Projects, coordinated and advanced by INADE to push Amazon development.

3. PERU, INSTITUTO NACIONAL DE DESARROLLO, GERENCIA DE PROYECTOS ESPECIALES

Resumen de los Proyectos Especiales en Selva. Lima, INADE-GPE, 1983.

Report on the strategies, objectives, area of influence, target population, goals and activities of the Integrated Rural Development Programs that are being implemented in the Selva.

158

ANNEX II

APODESA'S RELATIONS WITH THE SPECIAL
PROJECTS OF THE SELVA

ANNEX IIAPODESA'S RELATIONS WITH THE SPECIAL
PROJECTS OF THE SELVA¹Principal Support Activities to the Special Projects

Although it never was a principal objective of APODESA to assist or help the Special Projects of the Selva, there did exist in its annual programs different activities which benefitted those Projects.

Among activities of major importance to the execution of the Special Projects are the following:

1. Reconnaissance visits to these Special Projects in the field:

Central Huallaga - Bajo Mayo and Alto Mayo, Alto Huallaga, Jaén - San Ignacio - Bagua and Pichis-Falcazu (including the FDR Satipo-Chanchamayo, FDR Falcazu, FDR Pichis and FDR Pachitea).

These visits were made with the participation of interdisciplinary teams (regional planner, agronomist, forester, anthropologist, business administrator, economist and AID advisors in natural resource policy). Evaluations were made concerning productive, social, service, planning and/or administrative aspects.

2. Technical and economic evaluations of the following projects:

- FDR Satipo - Chanchamayo
- FDR Falcazu
- FDR Pichis
- Alto Mayo Special Project (PEAM)

The first three evaluations were administered by APODESA and carried out by contracts to third parties (consultants). An evaluation of the Alto Huallaga Special Project (PEAH) was administered by AID but counted on the technical and field support of APODESA.

¹This Annex is a translation of most of a document, with the same title, provided to the advisor by Eng. Oscar Pérez, the long-term Forestry Specialist (Advisor) of APODESA.

3. Support and assistance to the carrying out of seminars and other activities considered in the operating plans of the Special Projects. Among the more important are the following:
 - a. Organization and advising of the course on Tropical Sheep (PEPP).
 - b. Organization and financing of the Workshop on Native Communities in the Central Selva (PEPP).
 - c. Technical advising and coordination of the study, "The Integral Consumption of Cassava (Yuca) for Human Use". This activity was part of the Convenio APODESA-PEPP-CIAT (Colombia), financed in part by AID.
 - d. Preparation of the terms of reference and the orientation for the Director Plan of Forest Development of the Palcazu Valley.
 - e. Financial support to the program of agroindustrial research in the Palcazu (PEPP).
 - f. Formulation of the Environmental Management Project in the Department of San Martin, actions before International Technical Cooperation for its financing, elaboration of the respective Operating Plan and assisting the initiation of the project (PEHC-BM).
 - g. Support for the pisciculture programs of the Jaen-San Ignacio-Bagua, Huallaga Central-Bajo Mayo and Fichis-Palcazu Special Projects and the formulation of a technical assistance program.
 - h. Technical assistance and support to the Madre de Dios Special Project in aspects of planning for the Iberia-Ikapari microregion and the problems and possibilities of rubber.

Other Support Activities

APODESA has carried out 17 meetings of national and international scope, in which technical personnel of the Special Projects have participated. It has also written 18 studies which are of interest to those Projects.

Among the more important, the following deserve mention:

1. Agricultural and agroindustrial research in the Selva Alta.
2. Agroforestry systems in the Peruvian Selva.

3. Silviculture and tropical forest management.
4. Follow-up and evaluation of rural development projects.
5. Methodology for the management and control of projects.
6. Training in Tele-education and radio production.
7. Population and colonization in the Selva Alta.
8. Computerized Systems applied to forestry and bibliographic documentation.
9. Application of Linear Programming in regional development.
10. Development and application of a Geographic Information System applied to a diagnostic of natural resources and to planning in the Falcazu Valley.
11. Identification of markets and the marketing of agricultural products.
12. Socioeconomic characterization of the Native Communities.
13. Evaluation of water resources in the Falcazu Valley and the Alto Huallaga.
14. Agricultural and socioeconomic diagnostics, among others, of the Falcazu Valley.