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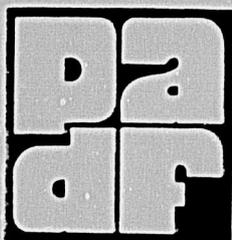
First Annual Report

**Cooperative Agreement
OTR-0158-A-00-0087-00**

August 1991

**A project to increase farmer incomes in
Costa Rica, Dominican Republic and the Eastern Caribbean
with environmentally appropriate agroforestry**

**Phoebe Lansdale
Senior Program Officer**



Pan American Development Foundation

Organization of American States Building

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August 9, 1991

**Ms. Loreta Williams, Project Officer
FVA/PVC
Agency for International Development
Washington, DC 20523**

Dear Loreta:

We are pleased to attach PADF's Year I Annual Report on AID's Cooperative Agreement OTR-0158-A-00-0087-00 for a project to increase farmer incomes in Costa Rica, Dominican Republic and the Eastern Caribbean with environmentally appropriate agroforestry methods.

CA Annual Report Guidelines call for special attention to Sections II and III. Section II therefore compares grant goals and strategies with inputs and institutional arrangements in place and functioning, progress in applying our methodology and changes in implementation plans. Section III notes that there have been few changes in monitoring/evaluation plans including benchmarks and baseline data gathering.

We previously discussed dropping St. Kitts, from the East Caribbean program. Our Regional Agroforestry Coordinator, now resident in Antigua, has confirmed that technical and other assistance, both agroforestry and institutional support, will be more efficient, also more thorough, by limiting efforts to the three islands where effective start-up has begun. Dropping St. Kitts reflects its delay in responding to and fulfilling conditions precedent. You previously reported no objection to PADF's possibly deciding that we must advise our proposed St. Kitts partners, with AID concurrence, that we will not work with them at this time. Please confirm our understanding that we can omit St. Kitts from the Matching Grant-assisted project.

We have also reviewed NDF (National Development Foundation) responses to PADF's offers to implement agroforestry activities in part through them. However "when the chips were down", initially interested NDFs revealed competing priorities and unrealistic hopes to profit financially from institutional support. These replies were inappropriate for the budget and time frame available. In place of the NDFs, the enclosed Annual Report describes our satisfaction with substitute partner NGOs now developing the project with us to benefit farmers and the environment in their areas of influence.

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In our Review and Analysis of Project Results by Country (Section IV), we note a constant theme: that, in contrast to the relatively small size of yearly inputs, the number of partners is large, their paces of activity are widely variable and largely outside our control, and therefore PADF staff has had to expend a considerable effort to obtain measurable achievements. Nonetheless, some of the subprojects are ahead of schedule despite start-up delays.

We believe the enclosed Annual Report fulfills the requirements for this Matching Grant.

Sincerely,



**Phoebe Lansdale
Senior Program Officer**

**Enclosure: PADF Annual Report for Year I
(14 copies)**

**cc: Richard Ince
Jim Heinzen
Jorge Baanante**



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SUMMARY OF PROGRAM, ADMINISTRATIVE, AND FINANCIAL STATUS

Local non-governmental organizations (NGOs) in Costa Rica, the Dominican Republic, and three islands of the East Caribbean have become PADF partners for AID-assisted agroforestry initiatives to help low-income producers improve their incomes that will also benefit long-term agricultural management and the environment. Technical assistance will help farmers increase profits while replacing practices which are degrading their farmlands. Country coordinators are advising NGO workplans for soil management, tree nurseries, species/site selections, promotion of agroforestry skills in demonstration areas, broader environmental education, and continuous evaluation.

In Costa Rica, PADF reviewed a number of interested NGOs before selecting two farmers' associations to promote new sustainable agriculture. Activities in Costa Rica are ahead of schedule despite the time-consuming efforts to find suitable partner NGOs. On the southwest hills of the Dominican Republic, two NGOs are moving ahead to select member farmers and demonstration sites, introduce soil and water management practices, and develop work plans to benefit their members. In the East Caribbean, PADF faced some delays in reaching agreement with NGOs demonstrating appropriate priorities and expectations for project implementation. However, PADF is now pleased with the environmentally oriented partners it has selected. They are now setting up national advisory groups, selecting demonstration sites, and planning tree nurseries and outplanting in Antigua, Dominica, and St. Lucia. With AID/PVC concurrence, PADF will not carry out a subproject in St. Kitts and will redistribute its budget to the other East Caribbean islands.

There have been no changes in project targets, which appear fully realizable. First baseline data is being assembled for evaluation of efforts. Womens' roles vary from country to country, but women play decision-making roles in some of the NGOs and represent about half of the planters and farm families benefitting from the project.

As a result of some start-up delays, initial spending was slower than planned. As expected in some cases, efforts to engage inexperienced leaderships have required time-consuming institutional support from PADF, but these are taking hold well. The move by our East Caribbean forestry coordinator to Antigua, employment of local technicians in Costa Rica and the Dominican Republic, and implementation of NGO agreements now in place in all five participating countries has accelerated expenditure rates.

Fundraising towards the private sector half of the \$1.2 million project has been slower than expected, although three foundations, three corporations, and 55 individuals contributed \$62,475 of funds to date earmarked specifically for the Match, and some proposals are pending. PADF is using other unrestricted sources to meet the match. Our Resource Development Department, headed by a new Fundraising Director, is adopting aggressive strategies to meet the AID-match requirements.

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First Annual Report on Cooperative Agreement OTR-0158-A-00-0087-00:

A project to increase farmer incomes in Costa Rica, Dominican Republic and the Eastern Caribbean with environmentally appropriate agroforestry

I. Background to Grant and Project Context

1. PADF Purpose, capabilities, the needs. In developing this project, the Pan American Development Foundation, a non-profit voluntary organization registered with the Agency for International Development (AID), built upon its mandate and experience in assisting Latin American and Caribbean private sector organizations to help low income producers improve their incomes and strengthen their institutional capabilities to sustain such efforts.

This project addresses widespread degradation of the environment and difficulties in improving agricultural yields in the tropics, even in nations with minimal political problems. We drew on our widely recognized Haiti agroforestry experience, using sustainable agroforestry practices that also promise to be profitable via non-governmental organizations (NGOs). This had been successfully tested by pilot efforts in the Dominican Republic and Antigua. International forestry experts had urged us to adapt the demand-driven model to other countries with which PADF had had hands-on experience, and to test the validity of basic premises for private sector natural resources benefits.

We chose countries of the Caribbean Basin including Costa Rica to expand our approach. None of the six countries have serious political disorder or obstacles to external assistance, nor do any have economic pressures so strenuous as to make exceptionally difficult the introduction of new, sustained cultivation options. In all countries first proposed, NGOs had expressed desire for PADF assistance both to improve farm family incomes by promoting sustainable cultivation practices such as we were successfully introducing in Haiti, and to help local NGOs with technical as well as administrative skills to sustain such efforts.

A \$600,000 AID Cooperative Agreement is to be matched by private sector funds. The \$1.2 million total project is designed to introduce, using partner NGOs, private sector-based models to accelerate improved tropical soils management and production in additional degraded agricultural areas. It also calls for assessment of factors which seem to improve and accelerate sound tropical cultivation, while enhancing profitability for rural residents (approximately half men and half women), and expanding skills and sustainability of their associations.

2. External funding needs. Although other conservation and agricultural assistance programs exist in all benefitting countries, almost none of these focus primarily on inducing farm men and women to engage in long term improvements by means of short-term profitability. In general, broader development activities in these countries placed low, or no, priority on supporting technical skills to promote sustainable agricultural and forestation benefits. A new approach seemed necessary.

PADF appreciates AID's support for our application of income-driven technologies to new settings. Progress in raising other external funding to match the AID C.A. is described in this Annual Report.

PADF believes that its package of technologies will in the short term compete economically with the farmer's current non-sustainable practices. Tree planting and soil and water management practices introduced under the project are expected to compete favorably with annual crops using traditional cultivation methods. The technologies proposed introduce cultivation and soil building practices that will allow re-greening and sustainable agriculture, replacing over the long term the gradual deterioration and ultimate abandonment of agricultural soils which are now common.

II. Project Methodology

1. Grant goal, purpose, methodology, strategy. PADF's goal is to promote ecologically sound agroforestry practices by introducing successful private sector models to local NGOs. The purpose is to help low-income producers in the Caribbean basin take profitable steps to stem soil degradation and declining agricultural production, and to expand the potential of NGOs to sustain such conservation and production practices in the tropics.

The project calls for technical assistance from external and local sources, plus limited material support, to stem erosion and improve production. Agreements have been reached with NGOs in Costa Rica (2), Dominican Republic (2), and with an umbrella group plus an advisory committee in each East Caribbean island - Antigua, Dominica and St. Lucia - (See Agreements in annex E). External and local NGO activities have now been defined. These also include development of base-line data for monitoring agroforestry and institutional support.

Working through the selected NGOs, PADF will train local farmers in each community about sustainable agroforestry practices. This training will be supported by the construction or reactivation of nurseries carried out by the local groups with the guidance of PADF technical advisors.

Outputs have not changed from PADF's request (as revised April 27, 1990, to address AID comments). These include dissemination of information to 7,100 family farms on tree-cropping, food intercropping, soil and water management, and other agroforestry systems, and their application by end-of-project on 3,250 acres.

2. Comparison of proposed and actual accomplishments (where changes have occurred).

The methodology, purpose, goal, and strategies summarized above have not changed. Changes in the selection of local partner institutions will not have a major impact on the project, except for the delays which the extended process has caused.

Costa Rica: PADF had planned to work with ADEPE, a local NGO located in San Jose. Initial discussions with ADEPE, once the project was approved, plus comments from third parties led us to seek an alternate local sponsor. ADEPE appeared to be having leadership problems and difficulty in satisfying the requirements of other projects. When pressed to respond to concerns, they chose to cut off communication with PADF. Our concerns and intention to seek an alternate local institution/s was discussed with the Rural Development Office of AID/CR. They did not oppose our looking for a new local sponsor.

PADF contracted a local consultant, Francisco Rodriguez, to review local regionally-based NGOs that meet PADF criteria to sponsor the project. Nine NGOs were analyzed and two selected as initial collaborating organizations: **Centro Agrícola Cantonal de Jimenez and Centro Agrícola Cantonal – San Ramón**. Collaborative agreements were negotiated between each of these NGOs and PADF whereby each one would receive a sub grant for project implementation. Work plans and budgets were developed by each and project implementation began. PADF contracted local technical assistance through Rodriguez' organization, SISTEMAS.

Dominican Republic: There have been no changes of consequence in project methodology for the Dominican Republic. PADF has working collaborative agreements with **FUNDASUR and Asociación de Organizaciones de la Zona Norte, Baní, Inc.**, and both are working well towards their goals.

East Caribbean: As discussed previously, PADF has decided to omit, with AID/PVC concurrence, St. Kitts activities under the Matching Grant because of lack of readiness last year by the interested farmers' association. Initial interest by this group did not materialize into commitment. Dropping St. Kitts and limiting our agroforestry and institutional support to the three islands where operational agreements are soundly in place will be more efficient, thorough, and cost-effective. The reallocation of St. Kitt's budget among the other 3 islands will allow for program expansion on those islands. While output figures for St. Kitt's will also be reallocated among the other 3 islands, PADF does not expect aggregate figures for project outputs to change by this decision.

In the East Caribbean, we have restructured the program to better serve benefitting farmers and enhance post-project sustainability. We have selected key NGOs on each island with their own coordinators for project activities, and have contracted our forestry expert, Richard Ince, as Resident Regional Coordinator. He moved to St. John's, Antigua in May 1991.

Initial plans in the East Caribbean called for participation of the national development foundations (NDFs) as partners and umbrella NGO supporters. Though the NDFs on each island expressed interest in joining the project, efforts to agree on terms for cooperation revealed competing priorities and inappropriate financial aspirations for this project.

The process of identifying substitute partners was difficult and time-consuming, reflecting both the expectations of some East Caribbean NGOs for financial incentives unable to meet, and

project objectives beyond the purely conservationist, including and enriching broadly developmental NGOs in the process.

However, in discussions with and in search of potential partners, PADF encountered general enthusiasm for the project objective and goals, and has capitalized on the network of organizations formed through this partner identification process. Throughout, project methodology called for decision-making and training of partner NGOs in the most participative manner possible. Each partner NGO in the East Caribbean sponsors an inter-agency Advisory Committee to engage the broadest possible range of public and private sector entities concerned. PADF will serve as technical advisor and catalyst for these activities, supplemented on a day-to-day basis by the lead partner NGO on each island.

In **Antigua**, the **Environmental Awareness Group (EAG)** replaced The Cooperative Farmers' Association (CFA) as prime NGO partner. As previously reported to AID/PVC, start-up discussions failed to overcome CFA leadership difficulties or obtain necessary decisions. The National Development Foundation of Antigua and Barbuda is interested in the agroforestry initiative but will not play a lead coordinating role.

In **Dominica**, the National Development Foundation of Dominica (NDFD) discussed project implementation with PADF in some depth, but finally concluded with PADF that its role would be appropriate as participant in the Advisory Committee. As we previously advised AID, the **Dominica Conservation Association (DCA)** has assumed the partnership role with vigor and good effect.

In **St. Lucia**, neither the St. Lucia Agriculturalists' Association (SLAA) nor the National Research & Development Foundation (NRDF) of St. Lucia demonstrated adequate priority for the proposed activities or local contributions to make either an appropriate PADF partner. CAPS (Caribbean Assistance & Professional Services) closed its doors early in Year I, removing it as a potential project partner, as discussed with AID/PVC. Interest by **CANARI (Caribbean Natural Resources Institute)** made it possible to involve it as an alternative inter-island organizational collaborator, this one with higher priority on conservation and agriculture but with less strong institutional support skills. CANARI is coordinating PADF inputs to supplement the half-time PADF forestry advisor and intermittent PADF institutional advisory services. The NDRF is on the St. Lucia Advisory Committee.

Technical inputs on the islands will include material support by the project to the lead NGO. Community-based nurseries are being set up by participating local sponsors.

Women are integrated into the project as participants both in decision-making roles and in field activities. Participation in decision making by women varies considerably by local organization. Some local sponsors have women in important leadership roles while others are nearly void of women participants. In field activities, PADF requires that the local sponsor involves women in all training and planning. Women participate in conservation practices and tree planting and represent about 50% of all benefitting farm families.

Women's participation as members and leaders of the NGOs, in the Advisory Committees of the East Caribbean, and as decision-makers also varies by local organization. Some local partner NGOs have women in important leadership roles while others have almost none. The project insists at every opportunity that partner NGOs define the role of women in decision-making.

In June, PADF sponsored a workshop in the Dominican Republic, Women in Agroforestry, in which specific issues of participation were discussed. Some 50 leaders of womens' projects in the Dominican Republic shared their successes and problems. Representatives of the Costa Rican and Dominican Republic sub projects participated in the workshop.

III. Monitoring and Evaluation

1. Refinements, changes, and additions to information originally proposed.

There have been no changes in the general description of evaluation tools or indicators (base-line data, targets, critical indicators or benchmarks of progress) in any of the sub projects. Detailed workplans are being put into operation and through the implementation of these, regular reviews will take place.

2. Status of assessments and gender concern status/results.

Monitoring/evaluation.

After deciding on the criteria for selecting participating communities in each country, a survey was designed to collect initial data on the profile of farmers and their activities. This survey is the foundation of the base-line data to be used for measuring future impact of the project. Accessibility, technical capabilities, and potential for expansion are among criteria which will guide Antigua tree-purchase plans. For the region as a whole, project efforts are being made to identify various sources of improved fruit varieties.

From the start, we have emphasized participating decisions related to the important task of monitoring and evaluation. Partner NGOs are responding favorably. Local coordinators are being trained in the collection of data and in some cases, local personnel has been assigned to monitor this process.

Detailed subproject workplans are constantly updated to reflect progress, problems, and changing project conditions. These include definition of site and NGO targets, indicators, benchmarks for measuring progress, and continuous monitoring and evaluation.

Gender concerns.

Gender concerns were discussed generally in Section II.2. Specific gender concern status and results by country follow:

Costa Rica: The two Centros Agrícolas have all-male Boards of Directors while part of the membership is female. PADF challenged the Boards to involve women in decision-making roles as well as field activities. The technical assistance advisor hired under the project to work with the two Centers is female. She participated in the above-mentioned PADF-sponsored workshop in the Dominican Republic on "Women in Agroforestry," taking back ideas now being discussed in Costa Rica.

Dominican Republic: Of the two NGOs in the D.R. with which the project has agreements, there are no women on the Board of one, while the second, as amplified in Section IV below, has a Board that is 30 percent female including the past President. Both NGOs require women involvement in training and field activities. About 50% of those attending subproject organizational meetings were women.

Antigua. The local EAG Coordinator, Roberta Williams, is a qualified horticulturist. Other women are also on the Advisory Committee, and encouraged to take an active part in decision-making.

Dominica. The Executive Director and Manager of the DCA are both female.

St. Lucia. The information officer and disseminator of training materials for CANARI is a woman who will work closely with the PADF project. She will have responsibility for monitoring information and following project progress.

IV. Review and Analysis of Project Results by Country

COSTA RICA

1. Implementation accomplishments and problems. After the AID-agreed deferred start-up, the Costa Rica agroforestry project is about 1/4 year ahead of schedule. Four target sites have been identified, two each by the two Centros Agrícolas, to begin conservation activities. Work brigades are being organized for work at each site. Tools for conservation activities are being purchased and constructed. Live terracing has begun. Conservation plans (sketches of barriers, etc.) have been completed for the first group of farms.

a. Outputs. The following implementation outputs (in order given in the implementation plan) have been accomplished:

- | | |
|---------------------------------|--|
| PARTNER ORGANIZATIONS | - Identified partner organizations |
| | - Contracted local consultant |
| | - Visited recommended organizations |
| | - Negotiated agreements (PADF/NGO partner) |
| PARTNER ORGANIZATION WORK PLANS | - Developed work plans |
| | - Identified initial target communities |
| | - Negotiated participation agreements |
| PROCUREMENT | - Vehicle procurement in process |
| | - Seeds orders being placed |
| FIELD COORDINATOR | - Distributed job announcement |
| | - Interviewed and selected candidate |
| PEACE CORPS VOLUNTEER | - Applied for PCV, awaiting assignment |
| TRAINING WORKSHOPS | - Study visits made by technicians/promoters to Dominican Republic and Haiti |
| | - Arranged site presentations |

b. Effect on target groups by gender. Consciousness has been heightened as a result of efforts to work with the leadership of the two Centros Agrícolas Cantonales, the process of developing work plans, and agreement negotiations. The opinion of women and the role of women in project activities is continually sought by the PADF team; however, it is too early to identify specific effects.

c. Problems encountered, addressed. It is one of the objectives of the PADF project to strengthen the Centros Agrícolas to become important and successful development institutions in their respective locations. As the two local sponsors are grass roots NGOs experienced in working with international donors, it is new for them to conform to responsibilities defined in their PADF subgrants, to assume a good deal of management responsibility. PADF is assisting the Centros Agrícolas in developing procedures, lines of authority, and decision-making processes previously unnecessary. While these problems were expected, the process of working them out is time-consuming.

d. Impact on local NGOs, policy, people outside project (by gender). It is too early to state specific impacts. Both NGOs have become more conscious of environmental issues, particularly the impact of current agroforestry practices, and the value of women playing a role in their organizations and the project, even though that role is not well defined. The NGOs' prestige has been heightened in their communities as they begin to assert leadership on environmental issues.

e. Unintended effects. None to date.

2. Comparison of actual accomplishments with those proposed. As the project is now about three months ahead of the implementation schedule, we see no obstacles to meeting final objectives.

DOMINICAN REPUBLIC

1. Implementation accomplishments and problems. The project is running about 1/4 year ahead of schedule. Four target sites have been identified, two each by FUNDASUR and the Bani Association. Conservation activities have begun at each of the four sites.

a. Outputs. The following implementation outputs (in order given in the implementation plan) have been accomplished in the Dominican Republic:

- PARTNER ORGANIZATION WORK PLANS – Developed work plans
 - Identified initial target communities
 - Negotiate participation agreements
 - Work shop targeted communities and partners
 - Submitted subagreement plan and budget (log frame)
- PROCUREMENT
 - Determined seedlings production/purchase
 - Motorcycles are on site, not yet the pick-up truck (4th quarter activity)
- PEACE CORPS VOLUNTEER TRAINING WORKSHOPS
 - Applied for PCV
 - Visits made to other sites in Dominican Republic and Haiti
 - Arranged site presentations

b. Effect on target groups by gender. The Bani Association has strong female leadership on its Board as well as in some of the subregional organizations making up the Association. The project has served to strengthen this leadership both within the Association and the two community project sites. FUNDASUR does not have women Board members. At the field level women are urged to participate in training and the planning of conservation activities at their community sites.

c. Problems encountered, addressed. The Bani Association is also a grass roots organization without experience with international donors and will find leadership responsibilities of this type to be a new experience. It will be developing procedures, lines of authority and decision-making processes prior to the project. PADF finds that it requires considerable time to work these through, but the effort is critical to fulfillment of the project objective to strengthen abilities of development institutions in its area of influence.

The project design calls for a country coordinator. A suitable candidate has not yet been found. To fulfill interim project management, a local technician managing a similar project was contracted on a limited basis to work on project organization, training, and administrative implementation tasks.

d. Impact on NGOs, policy, people outside project (by gender). We cannot yet assess specific impacts. Both NGOs have become more conscious of issues related to the environment, particularly of current agroforestry practices. FUNDASUR has also come to accept the role of women in their organization and the project – without clearly defining that role. The prestige of the Baní Association has been heightened in the community as they begin to assert their leadership on environmental issues.

e. Unintended effects. None to date.

2. Comparison of actual accomplishments with those proposed. Except for the hiring of a country coordinator, the project is approximately three months ahead of the implementation schedule. Conservation activities by FUNDASUR are about five months ahead of schedule. At this point, we do not see obstacles to meeting final project objectives. By the end of June, the FUNDASUR project had carried out 20 work days by teams (convites) for a total of 111 person/days of labor. They installed 959 meters of erosion barriers and 539 meters of terracing.

EAST CARIBBEAN

As previously explained, the number, and small size, of potentially interested collaborators in the East Caribbean delayed PADF selection of and agreements with suitable partner NGOs in the region. We do not believe these delays will change the prospects for meeting project targets.

ANTIGUA

a. Implementation accomplishments and problems. PADF and the EAG have established an Advisory Committee and hired a part-time coordinator with expertise in nursery development. She has taken the lead on surveying seedling production options among small private sector nurseries, in contrast to community-based nurseries on the other two islands.

Two demonstration areas have been identified: At Breaknocks in the southwest, small scale farmers use hilly land for various root crops, so the area has a high potential for intercropping for fruit trees, charcoal plantations, windbreaks, and other interventions. The Gilberts Ecumenical Center in the east has an agricultural training program run by the Methodist Church with CIDA funding assistance. (Plans for working near Big Duers dam and Freetown with the CFA continue to face delays due to lack of local leadership and decisions.)

For this relatively urbanized island, a broader based project is being mounted, which is also part of an island-wide "re-leaf" effort. In contrast to the other islands where a stricter agroforestry orientation prevails, the project emphasizes community and back-yard approaches.

PADF's agroforester, Richard Ince, was invited to be a member of a well-rounded project advisory committee mounted by the EAG along with representatives of the Forestry Division of the Ministry of Agriculture, private business, the farming community, and the Island Resources Foundation also working with the EAG. The OAS also supports project activities, including office space and customs clearance. PADF's truck entered duty-free in July and is serving the project.

a. Outputs. The following implementation outputs (in order given in the implementation plan) have been accomplished in Antigua:

LETTERS OF UNDERSTANDING	- Negotiated and signed with the Environmental Awareness Group (EAG).
ADVISORY COMMITTEE	- Established Advisory Committee
FIELD COORDINATOR	- Distributed job announcement
	- Interviewed and selected candidate
	- Contracted and defined tasks
	- Currently undergoing orientation & training
PEACE CORPS VOLUNTEER	- Applied for a PCV, awaiting assignment
ESTABLISH NURSERIES	- Sites being selected
	- Planned construction at other sites
ESTABLISH OUTREACH	- Planning seedling propagation
DELIVERY SYSTEM	- Planning nursery propagation
IMPLEMENTATION WORKSHOP	- Reviewed w/ EAG target crit./approach
TRNG WORKSHOP ON AGROFO.	- Workshops & meetings held w/ farmer grps.
	- Demonstration planting planned
PROCUREMENT	- Vehicle purchased and through customs

b. Effect on target groups by gender. Women have shown keen interest in the objectives and activities of the project and some actively participate in the Advisory Committee. Women are typically leaders of the home gardens, which dominate household agriculture, in Antigua. At the village level, women demonstrate interest in planting trees; for example, a Durban woman farmer operates a small tree nursery.

c. Problems encountered, addressed. Delays in NGO identification were discussed above. In the face of the fall rainy season, planters are finding it difficult to find new varieties of seedlings recommended by the project. PADF continues to pursue efforts to obtain abroad but it will be difficult to get many established by year end.

d. Impact on NGOs, policy, people outside project (by gender). One of the most important impacts results from the numerous PADF interviews which heightened awareness of agroforestry on the part of potential NGO collaborators and public sector officers. Evidence of the effect can be seen in involvement in the Advisory Committees including the Department of

Forestry. Similar effects are attributable to our participative approach to identifying organizations and communities.

Involvement of the school system in the Antigua project will have an impact not only on children, but more widely in their communities.

e. Unintended effects. Increasing policy awareness is already apparent at an early stage of the project.

2. Comparison of actual accomplishments with those proposed.

See 1.a. above for a comparison of actual accomplishments against the Detailed Implementation Plan for Year I in Antigua.

DOMINICA

1) Implementation Accomplishments and Problems. The Dominica Conservation Association (DCA) has made good progress towards establishing a sound basis for project activities. A relatively new organization, this partner group is moving cautiously, but already has called two DCA Advisory Committee meetings including ministry and local government and community representatives, CARDI, IICA (Inter-American Institute for Cooperation in Agriculture), and Peace Corps. A national forum was spurred by the project and organized by DCA in July, involving all the major potential project actors.

Lloyd Pascal, DCA coordinator, whose field work was delayed while vehicle operating cost arrangements were completed, has helped identify two communities: Salisbury, north of Roseau on the West Coast, and Soufriere in the south. Both will incorporate agroforestry and livestock (silvo-pastoral) into the field demonstrations as project targets.

a. Outputs. The following implementation outputs (in order given in the implementation plan) have been accomplished in Dominica:

LETTERS OF UNDERSTANDING

- Negotiated and signed Agreement with Dominica Conservation Association (DCA).

- Verbal Understanding w/ Min. of Agric.

ADVISORY COMMITTEE

- Established Advisory Committee

FIELD COORDINATOR

- Distributed job announcement

- Interviewed and selected candidate (L.Pascal)

- Defined tasks

- Oriented and Trained

PEACE CORPS VOLUNTEER	- Applied for a PCV, awaiting placement
ESTABLISH NURSERIES	- Communities selected and nursery sites in being selected
IMPLEMENTATION WORKSHOP	- Reviewed w/DCA target crit./approach
TRAINING ON AGROFORESTRY	- Workshops/meetings held w/ farmers groups
PROJECT MONITORING SYSTEM	- Demonstration planting planned
	- Selected indicators
	- Designed procedures

b. Effect on target groups by gender. Two officers of the DCA, as noted above, are women, who are attuned to the importance of field participation in both project sites of eligible women.

c. Problems encountered, addressed. The local coordinator lacks transportation: PADF will use project funds to advance vehicle purchase costs.

d. Impact on NGOs, policy, people outside project by gender. An important impact of PADF start-up interviews was heightened awareness of agroforestry by collaborators including public sector officers. The wife of the Minister of Agriculture is Executive Director of the DCA. PADF perceives similar benefits as a result of our participative approach to identifying organizations and communities.

e. Unintended effects. None.

2. Comparison of actual accomplishments with those proposed.

See 1.a. above for a comparison of actual accomplishments against the Detailed Implementation Plan for Year I in Dominica.

ST. LUCIA

1) Implementation accomplishments and problems. CANARI (Caribbean Natural Resources Institute) was selected to oversee the project in St. Lucia, incorporating the PADF agroforestry project into a multi-island Community Forestry Project. A project advisory committee has been organized, although not yet formalized. The committee will meet formally when CANARI's Project Coordinator, Mathius Burt, returns from vacation.

As a result of its regional nature, CANARI has agreed to help foster project activities including training in other participating islands.

The Government's Forestry Extension Advisor for the south is sharing his expertise as is CIDA (Canadian International Development Agency), both of which sent experts, along with the

subproject's coordinator, to Haiti in August to study PADF's income-driven private sector agroforestry promoted with non-governmental organizations (NGOs) there.

Outreach activities have begun with two communities:

Darban in the south is using some former Forestry Division pine plantation lands for *Leucaena* charcoal planting in combination with ginger. Strong community participation will help to stem displacement of forest land with fruit and leguminous tree species. CANARI is considering building and fencing a community nursery, due to distance from the government's nursery at Union and shortage of transport. PADF will review CANARI's recommendations for project support of materials both locally available and abroad, and is pushing for fast-growing species for Fall 1991 outplanting and establishment of root-stocks for subsequent grafting. A local expert has agreed to provide instruction.

In the north, a Rastafarian farm, "Zimbabwe Roots Farm," is interested in assuming a leadership role to prevent deforestation in the north of St. Lucia. It has agreed to assume responsibility for agroforestry demonstrations for windbreaks, charcoal, fruit/forest tree intercrops, and a small nursery, subject to identification of an adequate water supply. CANARI and PADF Forester Richard Ince are addressing organizational depth, market adequacy for seedlings, and ways to overcome tenure difficulties.

a. Outputs. The following implementation outputs (in order given in the implementation plan) have been accomplished:

- | | | |
|---------------------------|---|---|
| LETTERS OF UNDERSTANDING | - | Negotiated and signed agreement with the Caribbean Natural Resources Institute (CANARI) |
| | - | Verbal Understanding with the Min. of Agr. |
| ADVISORY COMMITTEE | - | Established Advisory Committee |
| FIELD COORDINATOR | - | Distributed job announcement |
| | - | Interviewed & selected candidate (Mathias Burt) |
| | - | Defined tasks |
| | - | Oriented and trained |
| PEACE CORPS VOLUNTEER | - | Applied for PCV, awaiting placement |
| ESTABLISH NURSERIES | - | Communities selected and nursery sites in process of being selected |
| IMPLEMENTATION WORKSHOP | - | Reviewed w/ CANARI target crit./approach |
| TRAINING ON AGROFORESTRY | - | Workshops/meetings w/ farmer groups held |
| PROJECT MONITORING SYSTEM | - | Selected indicators |
| | - | Designed procedures |

b. Effect on target groups by gender. Patricia Charles, Executive Director of the National Research and Development Foundation of St. Lucia, will be a member of the Advisory Committee, once formalized.

c. Problems encountered, addressed. We are working to overcome difficulties in collecting seedling supplies in time for planting before the rains end at the end of the year. Multiple activities of the CANARI coordinator have prevented him from reaching communities and demonstration sites as regularly as PADF would have liked.

d. Impact on NGOs, policy, people outside project by gender. Both environmental awareness and the policy implications of urgent needs were heightened by collaborators including public sector officers. The selection of CANARI, which has several other funders and project activities, and substantial influence on the island and across the East Caribbean region, promises expanded influence and impact of the project. PADF will maintain its participative approach to community agroforestry and demonstrations, and in the Advisory Committee, to further engage local leaders in project goals.

e. Unintended effects

2. Comparison of actual accomplishments with those proposed.

See 1.a. above for a comparison of actual accomplishments against the Detailed Implementation Plan for Year I in St. Lucia.

V. Review and Analysis of Year I Headquarter Management and Support Functions

a. Project Management and Planning Activities

In February of 1991, a detailed implementation plan was submitted to AID. This plan provides a revised schedule of activities on disaggregated expected outputs. Overall outputs have not changed and the project is now proceeding according to this later plan as described above. To make up for the slow start of the project during 1990, a decision was made in October 1990 to relocate resources in order to provide greater support to the Eastern Caribbean project component. Intermittent assistance continues to be provided, especially in the area of institution-building. With the detailed plans completed and agreements signed with the cooperating entities, and later with the reallocation of the budget after dropping St. Kitts, we do not foresee any serious difficulties in continuing project implementation as scheduled.

b. Staff Resources

Presently, there are three persons in Washington providing backstopping to project activities. Activities range from logistic support, procurement, and budget control to reporting. PADF's Resource Development Department is working on fundraising for the Match.

c. Training

As referred above, training is taking place at the farmer as well as the institutional level. At the farmer level, at least four important meetings have been held with community farmers in each country during the phase of introduction of the project. At the institutional level, the project has been highly influential in motivating professionals and officials of various private and public organizations, who are already learning our approach for the development of agroforestry projects.

d. Logistical Support

The main constraints to logistical support have been the procurement of equipment, which has caused some delays in accessing farmers with the desired frequency, and some difficulties encountered in acquiring seedlings of the desired varieties during the rainy season. These problems are being resolved now.

e. Technical Assistance

Technical Assistance is provided by the regional coordinator and local project coordinators. As reported earlier, during the present phase of this project, our assistance has consisted of helping some of the groups to become better organized for establishing nurseries and teaching the fundamentals of agroforestry practices.

f. Project Fundraising and Marketing

A review of the project fundraising and marketing status is detailed in Section VI.4.

g. Role of PADF Board of Directors

PADF's Board of Directors plays an important role in all PADF fundraising activities. Through its Resource Development Committee, the Board is developing a plan including solicitation of corporate, foundation, and individual gifts to satisfy the Match requirements. Several Trustees have made personal, corporate and foundation appeals under the signature of Ambassador John J. Jova, member of the Executive Committee. These solicitations are in addition to PADF staff fundraising activities for purposes of the Match, which are detailed in Section VI.

h. Development Education

This project has a very high impact on development education since it continues to introduce agroforestry concepts not previously known by the farmers.

VI. Financial Report

1. Project Financial Overview and PADF Organizational Financial Overview

Attached as Annex A is a chart showing the financial status and projections for future years. Attached as Annex B is PADF's 1990 Annual Report that includes financial statements for 1990. Annex B.1 is a list of the sources of funds for PADF.

2. Comparison of Project Budget with Actual Expenditures

Actual expenditures through June 1991 are lower than projected for Year I due to the slow start-up discussed in previous sections of this report. However, now that all NGO sub-project agreements are in place, rate of expenditures is expected to increase. Several large purchases (vehicles, seedlings for nurseries, etc.) are currently in process and will bring expenses closer to budget.

3. Status and Rate of Letter of Credit Drawdown

Expenditures over the last 10 months have averaged \$8,000/month. PADF has drawn on the letter of credit to cover these expenditures. Current average expenditure rate is around \$20,000/month, which we expect to maintain and even exceed at this level through Year II of the grant.

4. Fundraising plans/activities: main sources, status, actual and anticipated

PADF is continuing to work toward its first year goal of \$200,000 raised from non-USG sources. PADF's new Executive Director embarked this spring on an aggressive new fundraising strategy. An experienced Fundraising Director will be entering on duty September 1, 1991. He is supported by a new proposal writer with background in writing and journalism, a special events coordinator who has valuable background in working with PADF trustees and US corporations, a solicitor of in-kind contributions for other PADF programs, and a public relations manager with experience with in-house publications and the media.

Strategies of the strengthened program include (a) direct mailing, (b) recruiting a national celebrity spokesperson, and (c) acquiring Raiser's Edge, a computer program for fundraisers specifically to facilitate PADF's new direct mailing and grants solicitations.

5. PVO Cost-share: Status, anticipated problems.

Funds raised and earmarked for the three-year agroforestry project total \$62,475, as of June 30, 1991. Private sector contributions include:

\$22,250 from three foundations (Delmar, Pax World, and Marpat),
\$27,000 from corporations (Citibank, Texaco, and Liquid Asset Corporation), and

\$13,225 from 55 individual donors.

In addition to these, unrestricted contributions such as proceeds from the PADF Ball and Combined Federal Campaign are being used to make the Match.

As a result of the new efforts detailed in VI.5, PADF anticipates a more rapid expansion of receipt of funds, over Year II. We do not anticipate a problem in reaching the match goals.

VII. Lessons Learned and Long-Term Project Implications

1. Estimates of project costs and benefits. We have no basis now for changing the guesstimates in the Project Proposal.

2. Institution-building assessment. It is easy to underestimate the importance of local institutional soundness, institution-building needs, and the level of effort required to identify appropriate institutions and develop their potential. These processes have been more time-consuming than originally anticipated to assure the soundest possible project basis.

In projects tied to specific locales, like soil conservation/reforestation projects, local sponsorship is essential both in the short term to endorse and serve as a conduit of accepted activities, and in the long run to maintain community interest in issues and efforts, especially in times of little or no outside funding.

In projects like this agroforestry project, there tends to be an urgency about starting up tree planting or conservation activities. This can cause critical errors in selecting local partners. The organizations may not have community support, their goals may be peripheral or incompatible with the project, or they may be dominated by undemocratic autocratic leadership.

In Costa Rica, PADF initially identified a partner that later appeared unsuitable. PADF then went through a detailed analysis to identify new local sponsorship. Early indications suggest that PADF's insistence on working with local institutions with good local support, compatible goals, and leadership potential was well founded.

3. Estimate of Sustainability. Each of the local NGO work plans contain strategies for financial sustainability. None, however, has yet been tested. Long term sustainability will also depend heavily on community interest and priority given by the local institution, as explained above (No. 2). PADF feels comfortable at this point with the local partner NGOs participating in the project.

4. Benefit distribution (by gender). Project beneficiaries are family units. Therefore, we expect close to a 50-50 male-female distribution.

5. Local Participation (by gender). Gender participation in decisions varies from one NGO sponsor to another, with some participating groups dominated exclusively by men, others with women playing important leadership roles. The project continues to emphasize the importance of developing meaningful roles for women at all levels of the project. In July, PADF sponsored an Agroforestry Workshop in the Dominican Republic which focused exclusively on women in agroforestry, soils, water, and planting management skills, and institutional roles. This workshop was attended by representatives of the Costa Rica and Dominican Republic subprojects.

6. Leadership development (by gender). Traditionally activities related to agroforestry in both Costa Rica and the Dominican Republic are male dominated. The project has established an agenda with each local organization to incorporate women in project decision-making and implementation roles. The project also highlights and reinforces the important role of women where it already exists in the project. As an example, the past President of the Dominican Republic Bani Association partner is a woman who continues to provide strong leadership in the project. In Costa Rica the PADF technician working on the project with the two local sponsors is a woman.

7. Innovation and technology transfer

In Costa Rica, both the introduction of proven tree nursery technologies and a tie-in with a Government-sponsored tree promotion project have the potential of improving as noted above, in a July 1991 workshop on agroforestry for women which PADF co-sponsored in the Dominican Republic with a San Jose de Ocoa development association and its watershed efforts ("FIRENA") to which PADF has provided assistance for several years in institutional support for the association along with agroforestry and mini-irrigation to benefit farmers. A four-year extension as "FIRENA II" financed under USAID/DR's "PVO Co-financing Project" is pending. The matching grant-assisted agroforestry subprojects in the Dominican Republic will draw on the FIRENA project for technical assistance, training, and demonstrations (field visits by participants).

East Caribbean agroforestry technicians are making study tours in August and September 1990 to Haiti to observe PADF's larger agroforestry project. Particular attention is being given to income-motivation, relationships between PADF and partner NGOs, species/site relationships, and technical inputs (seed collection management, inter-planting systems, soil and water management options). We are also working with the Peace Corps to acquire volunteers.

The Dominican Republic subproject is coordinating activities with the Secretariat of Agriculture which has assigned four technicians to the NGO sponsors to work on the project under supervision of the local NGOs.

Other NGOs cooperate in various ways. Tree nursery technology in the Bani Association project will be introduced by a local NGO, PROGRESSIO. East Caribbean subproject sponsors are NGOs serving in an umbrella role, both coordinating Advisory Group members from

concerned national and international public agencies and from farmers' associations, environmental organizations, and development groups, as elsewhere described.

8. Policy Implications

The start-up phase of this project has already shown great potential for significant influence in future policy-making because PADF strategy was carefully designed to consider participation of key players such as the Agroforestry Departments of the Ministries of Agriculture, local environmental agencies, and even, as in the case of Antigua, participation of the Public Schools and the Ministry of Education. Also, the establishment of the Advisory Committees in the East Caribbean is an element that will contribute significantly to policy discussion which may affect future national policies.

9. Collaboration/Networking with other agencies

Since project inception, PADF contacted numerous agencies in each of the participating countries. Although this effort has been time-consuming, it has proven to be worth-while and has resulted in the establishment of a network of key institutions highly motivated to support our agroforestry approach. Institutions such as IICA, Peace Corps, CIDA, Agroforestry Departments, various farmer organizations already mentioned in other sections of this report, have provided valuable inputs to improve the project.

10. Replication potential

There is a high level of replication potential in all the subprojects. Not only are demonstrations encouraged in accessible or influential sites, but success benefitting NGOs will spread at least to their own members. Costa Rica has approximately 40 additional Centros Agrícolas plus numerous cooperatives, and the common thread of Government tree-planting subsidization will facilitate its promotion of parallel efforts with others of these NGOs. In the Dominican Republic there are many regionally based NGOs interested in the well-being of their areas, some of which specifically asked for follow-up technology transfer as a result of taking part in PADF's inter-NGO workshop on agroforestry with women in July 1991, and many of which have compatible goals and leadership potential. In the East Caribbean islands, replication potential is high due to the participation of representatives of the public sector on the Advisory Committees.

OTHER GRANTS

Costa Rica and Dominican subproject personnel took part, as noted above, in a July 1991 workshop on agroforestry for women which PADF co-sponsored in the Dominican Republic with a San Jose de Ocoa development association and its watershed efforts ("FIRENA") to which PADF has provided assistance for several years in institutional support for the association along with agroforestry and mini-irrigation to benefit farmers. A four-year extension as "FIRENA II" financed under USAID/DR's "PVO Co-financing Project" is pending. The matching grant-

assisted agroforestry subprojects in the Dominican Republic will draw on the FIRENA project for technical assistance, training, and demonstrations (field visits by participants).

The East Caribbean subprojects will also build on PADF's recently completed East Caribbean cocoa project which introduced tropical fast-growing trees and other trees for shade management to benefit cocoa production. Agroforestry systems including windbreaks were introduced in demonstration areas which will also serve as models for the matching grant-assisted subproject participants.

VIII. Recommendations

It is premature to make recommendations.

IX. Attachments

- A. Project financial status
- B. PADF financial status
 - B.1. PADF Grants, Contracts, and Cooperative Agreements
- C. Country data sheets (Form 1550-11)
 - C.1. Dominican Republic
 - C.2. Costa Rica
 - C.3. Antigua
 - C.4. Dominica
 - C.5. St. Lucia
- D. Original Logframe
- E. Subagreements
 - E.1. FUNDASUR, Dominican Republic
 - E.2. Asociación Baní, Dominican Republic
 - E.3. Centro Agrícola Cantonal, San Ramón, Costa Rica
 - E.4. Centro Agrícola Cantonal de Jimenez, Costa Rica
 - E.5. Environmental Awareness Group, Antigua
 - E.6. Dominica Conservation Association, Dominica
 - E.7. CANARI, St. Lucia

ATTACHMENT A

AGROFORESTRY MATCH PROJECT
BUDGET STATUS AND PROJECTIONS

Categories	Budget 3 Years(1)	Actual		P R O J E C T E D (by calendar years)			3-YEAR TOTAL
		Cumulative to June 91	Jul-Dec 91	Year 1992	Year 1993		
T/A & Trng	247,001	85,868	85,000	180,000	160,000	510,868	
Evaluation	93,577	0	10,000	10,000	75,000	95,000	
Program Mngt.	86,500	10,203	15,000	30,000	30,000	85,203	
Procurement	428,635	26,363	70,000	65,000	31,500	192,863	
S-Total	855,713	122,434	180,000	285,000	296,500	883,934	
HEADQTRS.	105,000	8,601	21,600	34,200	35,580	99,981	
OVERHEAD	239,287	25,732	45,000	71,250	74,125	216,085	
TOTAL	1,200,000	156,767	246,600	390,450	406,205	1,200,000	
Funding Sources:							
PADF and Private	600,000	76,514					
AID-Match	600,000	80,255					
TOTAL	1,200,000	156,769					

NOTES:

(1) From Aug 90 to Jul 93

Reflects T/A use as transitory account

Projections reflect possible need of extension

Projections assume 12% headquarters backstopping and 25% overhead.

ATTACHMENT B

1990 Financial Statements

PAN AMERICAN DEVELOPMENT FOUNDATION, INC.
OPERATING FUNDS
STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCES
September 30, 1990
(With comparative totals for September 30, 1989)

	1990				1989
	General	In - Kind	Restricted	Total	Total
Assets:					
Cash and equivalents	\$ 497,893	\$ -	\$ 732,200	\$1,230,093	\$1,134,019
Accounts and grants receivable:					
U.S. Government (Note 1)	14,330	-	2,632,220	2,646,550	3,667,936
Other, including advances	101,188	-	56,609	157,797	219,424
Due from Restricted Fund	28,475	-	-	28,475	308,060
Public Welfare Loan Fund receivable	-	-	37,321	37,321	54,345
Accrued interest receivable net of allowance for doubtful collectability of \$25,305 in 1990 (\$25,443 in 1989)	5,123	-	-	5,123	4,453
Prepaid expenses and other assets	34,935	-	-	34,935	12,297
Undesignated "in-kind" goods (Note 4)	-	2,766,952	-	2,766,952	2,252,863
Furniture & equipment, at cost less accumulated depreciation of \$35,754 in 1990 (\$24,745 in 1989)	23,571	-	-	23,571	36,627
	<u>\$ 705,515</u>	<u>\$2,766,952</u>	<u>\$3,458,350</u>	<u>\$6,930,817</u>	<u>\$7,690,024</u>
Liabilities and Fund Balances:					
Cash overdraft	\$ 49,269	\$ -	\$ 2,183	\$ 51,452	\$ 244,499
Accounts payable & accrued liabilities	163,618	-	98,246	261,864	282,306
Due to General Fund	-	-	28,475	28,475	308,060
Deferred revenues (Note 1)	104,348	-	3,329,446	3,433,794	4,393,701
Deferred "in-kind" goods	-	2,766,952	-	2,766,952	2,252,863
	317,235	2,766,952	3,458,350	6,542,537	7,481,429
Contingencies (Note 5)	388,280	-	-	388,280	208,595
Fund Balances	<u>\$ 705,515</u>	<u>\$2,766,952</u>	<u>\$3,458,350</u>	<u>\$6,930,817</u>	<u>\$7,690,024</u>

See accompanying notes

PAN AMERICAN DEVELOPMENT FOUNDATION, INC.
OPERATING FUNDS
STATEMENT OF REVENUE, EXPENSES AND CHANGES IN FUND BALANCES
Year ended September 30, 1990
(With comparative totals for September 30, 1989)

	1990				1989
	General	In - Kind	Restricted	Total	Total
Revenues:					
Individual, corporate and foundation contributions	\$ 171,722	\$3,432,528	\$ 239,605	\$ 3,843,855	\$ 7,160,700
Grants, primarily U.S. government (Notes 1 and 2)	245,325	134,808	5,440,366	5,820,499	4,531,532
Recipient contributions (Note 1)	603,952	-	-	603,952	469,207
Shipping reimbursements	55,281	-	-	55,281	111,830
Other income	71,920	-	-	71,920	70,800
Inter-fund transfer	4,362,375	-	(4,362,375)	0	-
	<u>\$5,510,575</u>	<u>3,567,336</u>	<u>1,317,596</u>	<u>10,395,507</u>	<u>12,344,069</u>
Expenses:					
Program Services:					
Health Services	300,610	1,175,540	9,971	1,486,121	3,958,395
Tools for Training	280,069	2,256,613	-	2,536,682	3,276,042
Institutional Projects	3,975,586	375	1,100,713	5,076,674	3,896,858
Other	-	-	206,912	206,912	252,187
Total Program Services	4,556,265	3,432,528	1,317,596	9,306,389	11,383,482
Support Services:					
Resource Development	75,763	-	-	75,763	45,628
Public Relations	60,323	-	-	60,323	41,415
Management and General	638,539	134,808	-	773,347	718,311
Total Support Services	<u>774,625</u>	<u>134,808</u>	<u>-</u>	<u>909,433</u>	<u>805,354</u>
	5,330,890	3,567,336	1,317,596	10,215,822	12,188,836
Excess of revenues over expenses	179,685	-	-	179,685	155,233
Fund balances at beginning of year	208,595	-	-	208,595	53,362
Fund balances at end of year	<u>\$ 388,280</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 388,280</u>	<u>\$ 208,595</u>

See accompanying notes

PAN AMERICAN DEVELOPMENT FOUNDATION, INC.
OPERATING FUNDS
STATEMENT OF CHANGES IN FINANCIAL POSITION
Year ended September 30, 1990
(With comparative totals for September 30, 1989)

	1990				1989
	General	In - Kind	Restricted	Total	Total
Sources:					
Excess of revenues over expenses	\$ 179,685	\$ -	\$ -	\$ 179,685	\$ 155,233
Items not requiring the use of cash:					
Depreciation	14,560	-	-	14,560	5,370
Disposal of fixed assets	4,865	-	-	4,865	-
Decrease (increase) in accounts and grants receivable	27,602	-	1,072,436	1,100,038	705,874
(Increase) decrease in accrued interest receivable	(670)	-	-	(670)	8,167
Increase in inter - fund payables	-	-	28,475	28,475	78,110
Decrease in prepaid expenses and other assets	-	-	-	-	9,335
Decrease in undesignated in - kind goods	-	(514,089)	-	(514,089)	145,627
	<u>226,042</u>	<u>(514,089)</u>	<u>1,100,911</u>	<u>812,864</u>	<u>1,107,716</u>
Uses:					
Increase in prepaid expenses	22,638	-	-	22,638	-
Decrease in inter - fund payables	308,060	-	-	308,060	-
Increase (decrease) in inter - fund receivables	28,475	-	(308,060)	(279,585)	\$ 78,110
Decrease (increase) in deferred in - kind goods	-	(514,089)	-	(514,089)	145,627
Purchase of furniture and equipment	6,369	-	-	6,369	5,021
Decrease (increase) in liabilities and deferred revenues	(31,508)	-	1,011,858	980,350	385,402
	<u>334,034</u>	<u>(514,089)</u>	<u>703,798</u>	<u>523,743</u>	<u>614,160</u>
Increase (decrease) in cash and equivalents	(107,992)	-	397,113	289,121	493,556
Cash and equivalents beginning of year	556,616	-	332,904	889,520	395,964
Cash and equivalents end of year	<u>\$ 448,624</u>	<u>-</u>	<u>\$ 720,017</u>	<u>\$ 1,178,641</u>	<u>\$ 889,520</u>

See accompanying notes

PAN AMERICAN DEVELOPMENT FOUNDATION, INC.
REVOLVING LOAN FUND
STATEMENT OF ASSETS, LIABILITY AND FUND BALANCE
September 30, 1990

Assets:		
Invested Cash		\$ 158,889
Loans Receivable, net (Note 7)		57,255
		<u>\$ 216,144</u>
Liability and Fund Balance:		
Loan Payable (Note 6)		\$ 217,479
Fund Balance		(1,335)
		<u>\$ 216,144</u>

See accompanying notes

PAN AMERICAN DEVELOPMENT FOUNDATION, INC.
OPERATING AND REVOLVING LOAN FUNDS
NOTES TO FINANCIAL STATEMENTS
September 30, 1990

1. Summary of Significant Accounting Policies

Fund Accounting

The accounts of the Pan American Development Foundation, Inc. (the Foundation) are maintained in accordance with the principles of fund accounting.

To ensure compliance with limitations and restrictions placed on the use of certain resources available to the Foundation, separate accounts are maintained for each source of funds and related expenses; however, in the accompanying financial statements, accounts that have similar characteristics are combined into four fund groups as follows:

- **General Fund** - Includes all general program activities and unrestricted cash revenues, plus transfers from restricted fund revenue as appropriate.

- **In-Kind Fund** - Records as revenue the value of goods donated to, or otherwise acquired by the Foundation and designated for shipment to overseas beneficiaries during the year. Goods not designated for shipment at year end are held in inventory and recorded as an asset (undesignated in-kind goods) pending final disposition. In-kind goods are recorded on the date of receipt at their fair value as estimated by management based on the information available. This fund also includes donated office space and shipping.

- **Restricted Fund** - Records revenue from public and private sources (including foreign currencies) with limitations or restrictions as to their use. Interfund transfers are made to reimburse the general fund for certain expenditures as appropriate within the limitations and restrictions. The corresponding revenues for such expenditures are transferred to the General Fund and reported as interfund transfers.

- **Revolving Loan Fund** - Records funds restricted for use for loans to National Development Foundations in Latin America and the Caribbean.

The first three funds are grouped on the financial statements as "Operating Funds", while the fourth is shown separately entitled, "Revolving Loan Fund".

25

I. PADF CURRENT AID GRANTS, CONTRACTS AND COOPERATIVE AGREEMENTS

<u>PADF ACCT.</u>	<u>AID#</u>	<u>PROJECT</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
75	OIR-0158 A-00-0087-0	AGROFORESTRY/ MATCH	\$600,000	8/18/90 - 9/19/93	Increase farmers' incomes with environmentally appropriate agroforestry methods.	Loreta Williams AID FVA/FVC/PD Room 103A, SA-2 515 22nd Street, NW Washington, D.C. 20037 Tel: 663-2625 Fax: 663-2629
80	521-0217 A-00-0002-00	HAITI AGRO II	\$15,000,000	1/90-12/94	5-year extension of of Haiti Agro	David Atteberry, ADO USAID/Haiti B.P. Box 1634 Port-au-Prince, Haiti (509) 13-25500, 24951
83	538-0140	EASTERN CARIB. COCOA	\$2,973,000	9/86-7/91	Increase production and export revenue from cocoa.	Rebecca Niec, ADO USAID/RDO/C P.O. Box 302 Bridgetown, Barbados (809) 436-4910, 4950
76	LAC-0303	NICARAGUA CHILDREN	\$1,400,000	4/25/90 - 9/30/91	Equip a Nicaraguan Hospital as an operational surgical facility, and provide surgical treatment to at least 50 beneficiaries/month.	Tom Park/Carol Dabbs AID/LAC, Washington New State Bldg. Rm. 2247 Washington, DC 20523 (202) 647-5136 Fax: 647-0102 Frank Valva, Health Officer USAID Managua, Nicaragua (505-2) 666010, 666013 Fax: 663865

5/8/91

II. PADEF CURRENT GRANTS/CONTRACTS (NON-AID)

<u>PADEF ACCT.</u>	<u>PROJECT#</u>	<u>PROJECT</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
20	CR-009	COSTA RICA ARTISANS	\$406,257	9/1/88-6/30/91	Strengthen La Soledad to provide T/A in handicraft production, marketing and credit for SSE artisans.	Ellen LeCompte, Grants Manager PACT 777 UN Plaza New York, NY 10017 (212) 697-6222
17	0940-D	HONDURAS SB II	\$223,508	8/31/88-8/31/91	Provide short-term T/A to strengthen FVOs supporting SSE development in Honduras.	Gustavo A. Gomez Nathan Associates, Inc. Two Colonial Place 2101 Wilson Blvd., Suite 1200 Arlington, VA 22201 (703) 516-7805
12		GUATEMALA CHILD SURVIVAL	\$35,853	5/12/89-5/11/92	Assist EIL to provide services to expand child survival activities of local private sector health agencies in Guatemala.	Monica Sinding Experiment in Int'l Living 1015 15th St., NW, Suite 750 Washington, DC 20005 (202) 408-5420
46		PROCACAO/IICA	\$34,800	1/23/90-12/31/91	Provide T/A to PROCACAO members in institutional devpt., training, and tech. transfer to increase income from cocoa production.	Guillermo E. Villanueva PROCACAO Coordinator IICA General Directorate P.O. Box 55-2200 Coronado, Costa Rica (506) 29-0222
19	WSCO6256	CIAV/OAS	\$549,400	3/1/91-7/31/91	Provide medical surgical, ortho-prosthetic and rehab. care in Nicaragua to disabled war veterans.	Santiago Murray Coordinator General CIAV/OEA, Nicaragua Rick Simms CIAV/OAS, Washington

5/8/91

III. PADF COMPLETED AID GRANTS, CONTRACTS AND COOPERATIVE AGREEMENTS

<u>AID#</u>	<u>TITLE</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
522-0379 OTR-8123	HONDURAS CHILDREN	\$2,370,000	3/1/89 - 2/28/91	Equip a Honduran Hospital as an operational surgical facility and provide treatment to at least 40 beneficiaries/month.	Connie Paraskeva CASA Project Officer USAID/Honduras Tegucigalpa, Honduras (504) 32-3120
521-0122	HAITI AGRO	\$12,860,000	9/81-3/90	Promote cash cropping of trees by farmers, extension.	David Atteberry, ADO USAID/Haiti B.P. Box 1634 Port-au-Prince, Haiti (509) 13-25500, 24951
LAC-0634	COLOMBIA FORUM	\$20,000	7/89-3/90	Implement an international resource exchange forum with local NGO in Bucaramanga.	Sharon Benoliel AID/LAC/DP Washington, DC 20523 (202) 647-5127
538-0147	ST. VINCENT ORD MGT/PROD/AG/COCOA MKTNG PROJECT	\$1,950,000	7/85-9/89	Increase farmers' income/ strengthen ORD capabilities.	Rebecca Niec, ADO USAID/RDO/C P.O. Box 302 Bridgetown, Barbados (809) 436-4910, 4950
FDC-5072	DEVELOPMENT EDUCATION GRANT	\$227,000	7/85-9/88	Create, test/disseminate info. for U.S. high school students on L.A./Caribbean micro-business development.	Beth Hogan, Coordinator Dev. & Educ. USAID/Department of State Washington, D.C. 20523 (202) 235-8420
517-0126	D.R. NATURAL RESOURCE MGMT	\$86,248	11/87-7/88	Watershed planning and institutional strengthening.	Delbert McClusky, ADO USAID/Dominican Republic Santo Domingo, Dominican Republic (809) 541-2171
LAC-0016	GUATEMALA/ HONDURAS NDF	\$150,000	7/86-6/88	Create/strengthen NDFs in Guatemala/Honduras for micro-producers.	Jack Francis, LAC/DP/SC AID/Washington Washington, D.C. 20523 (202) 647-7926

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<u>AID#</u>	<u>TITLE</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
505-0023	BELIZE COCOA	\$615,000	7/84-6/88	Accelerate cocoa production by small farmers.	Steve Szadek, ADO USAID/Belize State Department Washington, DC 20523 (501) 02-7161 x261
522-0263	HONDURAS SMALL SCALE ENTERPRISE FUNADEH-HONDURAS	\$132,000	5/85-5/88	Provide T/A, & training. Assist w/data collection & evaluation.	James Grossman, Project Officer USAID/Honduras Tegucigalpa, Honduras (504) 32-3120 x2619
543-0013	GRENADA NDF	\$724,000	9/84-4/88	Assist private sector. Organize NDF.	Peter Orr, RDO USAID/Grenada P.O. Box 445 Point Salinas, Grenada (809) 444-4187
522-0205	HONDURAS-FIA BUSINESS ASSISTANCE SYSTEMS	\$214,704	2/85-2/87	2 year advisor to set-up a business assistance system to provide T/A and training.	James Grossman, Project Officer USAID/Honduras Tegucigalpa, Honduras (504) 32-3120 x2619
505-0011	BELIZE NDF	\$142,000	7/83-9/86	Help create NDF.	Neboysa Brashich, Director USAID/Belize Belize City, Belize (501) 02-7161
LAC-0629	REGIONAL TRAINING MEDICAL EQUIPMENT CBI GRANT	\$498,000	3/83-9/86	Train local technicians to maintain/repair medical equipment.	Katherine Jones-Patron, AID LAC/DR/HN Rm. 2247, USAID N.S. Washington, D.C. 20523 (202) 647-7920
522-0233	HONDURAS DEVELOPMENT OF THE BAY ISLANDS	\$380,000	5/83-5/86	Community water/health/ sanitation, small business support, T/A to Bay Islands Development Association.	Emilio Silvestri, Exec. Dir. APRODIB, USAID/Honduras French Harbour, Roatan Bay Islands, Honduras

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<u>AID#</u>	<u>TITLE</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
522-0230	HONDURAS DEVELOPMENT OF THE BAY ISLANDS	1,950,000	5/83-8/86	(See above)	Lynn Sheldon USAID/Honduras, Engineering Tegucigalpa, Honduras
538-0136	NATIONAL FOUNDATION ASSISTANCE (BRIDGE) OPG	\$520,000	1/85-6/86	T/A & support for NDFs: St. Lucia, St. Vincent, St. Kitts & Antigua, and Barbados.	Darwin Clark, Evaluation Officer AID/Barbados P.O. Box 302 Bridgetown, Barbados (809) 436-4910, 4950
PDC-0231	MATCHING GRANT	\$350,000	4/83-3/86	Assistance in creating NDFs in LA/Caribbean.	Shayne McCarthy, AID FVA/FVC Department of State Washington, DC 20523 (202) 235-8420
517-5022	D.R. AGROFORESTRY GRANT II	\$35,000	4/85-3/86	Continue forestry activities.	Delbert McClusky, ADO USAID/D.R. APO Miami, FL 34041 (809) 451-2171
LAC-0628	D.R. AGROFORESTRY CBI GRANT I	\$110,000	3/83-9/85	Demonstrate tree cash cropping to Dominicans.	(see above)
532-0080	NAIL DEV. FOUNDATION Jamaica OPG I	\$500,000	11/81-1/84	Establish Jamaican Development Foundation.	
521-0014	HAITIAN DEVELOP. FOUNDATION OPG II	\$495,000	7/81-6/82	Expand Haitian Development Foundation.	
521-0118	HAITIAN DEVELOP. FOUNDATION OPG I	\$495,000	6/79-7/81	Establish Haitian Development Foundation.	

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IV. PADE COMPLETED GRANTS/CONTRACTS (NON-AID)

<u>PROJECT #</u>	<u>TITLE</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
16	DOMINICAN REPUB. FITRENA	\$99,231	2/15/89-3/31/91	Provide T/A to San José de Ocoa association in natural resource management.	Luis Quinn Executive Director Asociación para el Desarrollo de San José de Ocoa (809) 558-2346
18	HONDURAS APRODIB/IDB	\$78,000	12/87-6/13/90	Provide T/A in small business advisory services, loan program, computerization.	Ken Cole, Coordinator Small Grants Division, IDB 1300 New York Ave., N.W. Washington, DC 20577 (202) 623-2496
13	214 FUNDESPE	\$15,000	10/1/88-7/31/89	Provide Management T/A & training to Quetzaltenango NDF.	Katy Moran, Grants Manager PACT 777 UN Plaza New York, NY 10017 (212) 697-6222
77	505-0023 BELIZE COCOA Local Currency	BZ\$130,000	7/84-6/88	Accelerate the rate of cocoa planting by small farmers.	Steve Szadek, ADO USAID/Belize State Department Washington, DC 20523 (501) 02-7161 x261
71	532-0108 JAMAICA/NDF HOST CTRY	\$56,295	7/84-4/88	Assist in purchasing, arrange regional seminars. Select and provide consultants.	Julio Schlottauer, Deputy Director USAID/Jamaica 6b Oxford Road Kingston 5, Jamaica (809) 92-94850
13	EL SALVADOR FUSADES/PROPEMI	\$47,581	3/86-12/87	Establish a program within El Salvador NDF for T/A, training to micro-entrepren.	Jose Luis Avalos, PROPEMI Apartado Postal 01-278 San Salvador, El Salvador, C.A. (503) 23-0004

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<u>PROJECT #</u>	<u>TITLE</u>	<u>AMOUNT</u>	<u>DATES</u>	<u>PURPOSE</u>	<u>CONTACT</u>
57 538-0133	CAIC/SEAP	\$298,000	4/86-12/87	Expand institutional and program growth of 7 NDFs. Create 2 new NDFs in the Caribbean.	Darwin Clark, Evaluation Officer USAID/RDO/C P.O. Box 302 Bridgetown, Barbados (809) 436-4910
	HONDURAS APRODIB/ FOPRIDEH	L47,581	10/86-10/87	Technical assistance to operate loan program.	Emilio Silvestri, Exec. Director French Harbour, Roatan Bay Islands, Honduras
	HONDURAS: COCOA Contract with VITA (FEPROEXAH)	\$203,254	9/85-9/87	Improve and expand cocoa production and export by low income farmers.	Henry Norman, President VITA 1815 N. Lynn Street Arlington, VA (703) 276-1800
522-0166	HONDURAS DEV. OF THE BAY ISLANDS Imp. Letter 85	L160,000	11/83-8/86	Contract health technicians. Purchase construction materials.	Emilio Silvestri (see above)

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ATTACHMENT C

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization Pan American Development Foundation	Grant/Contract Number OTR-0158-A-00-0087-00
Start Date (MM/DD/YY) 8/18/90	End Date (MM/DD/YY) 9/19/93
AID Project Officer's Name Loreta Williams, FVA/PVA	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

AGROFORESTRY MATCHING GRANT - Dominican Republic

A 3-year project to include implementation by farmers of environmentally sound agroforestry practices (soil enhancement, erosion controls, tree/crop rotation) with NGO strength in six countries. The program in the D.R. will institutionalize the use of improved and practices to improve farmer incomes in the highland of the Southwestern coast. Activities will be implemented through local NGOs, to address the demand for fast-growing trees suitable for construction materials, fence posts, charcoal, living fence posts, etc. and other plants suitable as erosion barriers. Terracing and water channeling practices will be incorporated into reforestation practices. The project does not envision significant investments in nurseries for plant production.

Status

At the end of Year I, project activities in the D.R. are about 1/4 year ahead of schedule. Four target sites have been identified, two each by FUNDASUR and the Baní Asociacion, PADF's partner NGOs in the D.R.. Conservation activities have begun at each of the four sites. By the end of June 1991, FUNDASUR sub-project had carried out 20 work days by teams (convites for a total of 111 person/days of labor. They installed 959 meters of erosion barriers and 539 meters of terracing.

COUNTRY INFORMATION (SECONDARY)

Country Dominican Republic	Location in Country (Region, District, Village) Barahona, Baní
PVO Representative's Name Phoebe Lansdale, Senior Project Officer	Local Counterpart/Host Country Agency Fundación de Apoyo al Suroeste (FUNDASUR) Asociación de Comunidades Org. de la Zona Nori Bani, Inc.

COUNTRY FUNDING INFORMATION (\$000)

YEAR	Aug 90 - 6/91			
AID \$	24			
PVO \$	23			
INKIND				
LOCAL				
TOTAL	47			

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**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization Pan American Development Foundation		Grant/Contract Number OTR-0158-A-00-0087-00
Start Date (MM/DD/YY) 8/18/90	End Date (MM/DD/YY) 9/19/93	AID Project Officer's Name Loreta Williams, FVA/PVA

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

AGROFORESTRY MATCHING GRANT - Costa Rica

A 3-year project to include implementation by farmers of environmentally sound agroforestry practices (soil enhancement, erosion controls, tree/crop rotation) with NGO strengthening in six countries. The program in Costa Rica will 1) achieve improved land use and management systems on 713 acres by moving farmers now producing annual crops to hillside management incorporating perennials or planting woodlots, and 2) institutionalize practices which will improve and diversify annual and short-term food production on 750 acres. Farmers and their community organizations will be trained in nursery construction and management, seed collect direct seeding, grafting, living terrace and hedgerow installation and management. PADF will train grassroots NGOs in basic administration of income earned from service deliveries.

Status

After the AID-agreed deferred start-up, the Costa Rica agroforestry project is about 1/4 year ahead of schedule after Year I. Four target sites have been identified, two each by the two Centros Agrícola Cantonales, which signed Letters of Agreement with PADF as partner NGOs. Conservation activities have begun. Work brigades are being organized for work at each site. Tools for conservation activities are being purchased and constructed. Live terracing has begun. Conservation plans (sketches of barriers, etc.) have been completed for the first group of farms.

COUNTRY INFORMATION (SECONDARY)

Country Costa Rica	Location in Country (Region, District, Village) San Ramon Tucurrique
PVO Representative's Name Phoebe Lansdale, Senior Project Officer	Local Counterpart/Host Country Agency Centro Agrícola Cantonal - San Ramon Centro Agrícola Cantonal de Jimenez, Tucurrique

COUNTRY FUNDING INFORMATION (\$000)

YEAR	Aug 90 - 6/91			
AID \$	12			
PVO \$	11			
INKIND				
LOCAL				
TOTAL	23			

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**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization Pan American Development Foundation		Grant/Contract Number OTR-0158-A-00-0087-00
Start Date (MM/DD/YY) 8/18/90	End Date (MM/DD/YY) 9/19/93	AID Project Officer's Name Loreta Williams

AID OBLIGATION BY AID-FY (2000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

AGROFORESTRY MATCHING GRANT - Antigua

A 3-year project to include implementation by farmers of environmentally sound agroforestry practices (soil enhancement, erosion controls, tree/crop rotation) with NGO strengthening in six countries. The program in Antigua will (1) train staff in practices to benefit farmer incomes and provide import substitutes for fruits and vegetables, especially organically grown produce, (2) strengthen the sector by improving farmer organizations and NGO agroforestry outreach, marketing and management skills, and (3) create a demonstration farm and an environmental education initiative to expand education of farmers in the importance of restoring degraded ecosystems to benefit the economy. Demonstrations will present options for windbreak living fences, alley cropping, etc. Trails are planned of growth and market for appropriate tree-crop associations. PADF will also provide NGO planning and management support.

Status

PADF signed a Letter of Agreement with the Environmental Awareness Group (EAG) as a partner NGO and made progress towards project goals in Year I. EAG Project Coordinator Roberta Williams has taken the lead on surveying seedling production options among small private sector nurseries, in contrast to community-based nurseries on the other two islands in this project. Two demonstration areas have been identified: at Breaknocks in the southwest, small scale farmers use hilly land for various root crops, so the area has a high potential for intercropping for fruit trees, charcoal plantations, windbreaks, and other interventions. The Gilberts Ecumenical Center in the east has an agricultural training program run by the Methodist Church with CIDA funding assistance. PADF agroforestry expert is serving as Regional Coordinator for the project, and moved to St. John's in May 1991.

COUNTRY INFORMATION (SECONDARY)

Country Antigua	Location in Country (Region, District, Village) whole island
PVO Representative's Name Phoebe Lansdale, Senior Project Officer	Local Counterpart/Host Country Agency Environmental Awareness Group (EAG)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	Aug 90 - 6/ 91			
AID \$	18			
PVO \$	17			
IN KIND				
LOCAL				
TOTAL	35			

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**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization Pan American Development Foundation		Grant/Contract Number OTR-0158-A-00-0087-00
Start Date (MM/DD/YY) 8/18/90	End Date (MM/DD/YY) 9/19/93	AID Project Officer's Name Loreta Williams, FVA/PVA

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT

LOP

Activity Description

AGROFORESTRY MATCHING GRANT - St. Lucia

A 3-year project to include implementation by farmers of environmentally sound agroforestry practices (soil enhancement, erosion controls, tree/crop rotation) with NGO strengthening in six countries. The program in St. Lucia will initiate a program to expand agroforestry technology which has been adapted for St. Lucia fine-flavor cocoa production to other crops. The activities will develop non-cocoa agroforestry applications, and support the Government goal of also helping farmers meet demand for food and fruit crops, and trees for construction. The project will fund technical assistance and training activities as well as farmer and extensionist visits to demonstration sites.

Status

PADF has signed a Letter of Agreement with CANARI (Caribbean Natural Resources Institute) as a partner NGO on this project, incorporating the PADF agroforestry project into a multi-island Community Forestry Project. A project advisory committee has been informally organized. Outreach activities have begun with two communities: Darban in the south is using some former Forestry Division pin plantation lands for Leucana charcoal planting in combination with ginger. Growing community participation will try to stem displacement of forest land with fruit and leguminous tree species. In the north, a Rastafarian farm, "Zimbabwe Roots Farm," is assuming a leadership role in deforestation in the north of St. Lucia. They are assuming responsibility for agroforestry demonstrations for windbreaks, charcoal, fruit/forest tree intercrops, and a small nursery, subject to identification of an adequate water supply.

COUNTRY INFORMATION (SECONDARY)

Country St. Lucia	Location in Country (Region, District, Village) whole island
PVO Representative's Name Phoebe Lansdale, Senior Project Officer	Local Counterpart/Host Country Agency Caribbean Natural Resources Institute (CANARI)

COUNTRY FUNDING INFORMATION (\$000)

YEAR	8/90 - 6/91			
AID \$	13			
PVO \$	12			
INKIND				
LOCAL				
TOTAL	25			

ATTACHMENT D

Appendix C *

Demand-Driven Agroforestry Practices for
Costa Rica, the Dominican Republic and the Eastern Caribbean

GOAL	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS																		
Improve agricultural production and the environment by increasing farmer income.	<ol style="list-style-type: none"> 1. Treated areas show reduced erosion following normal rains, and improved productive capacity. 2. Participants have increased annual incomes from food crops, and from added value of trees. 	<ol style="list-style-type: none"> 1. Soil loss/erosion measurement. 2. Comparison of income in Year 3 EOP Evaluation. 	Farmers will respond to future as well as immediate income prospects.																		
PURPOSE Farmer adoption of ecologically sound agroforestry practices sponsored by local NGOs.	<ol style="list-style-type: none"> 1. A minimum of one NGO per country has agroforestry activities in operation in 1992 with an identified source of funding. 2. By the end of Year 3, farmers will have applied agroforestry improvement practices on 3250 acres. <table style="margin-left: 40px;"> <tr> <td>Costa Rica</td> <td>1,000</td> </tr> <tr> <td>Dom. Rep.</td> <td>1,200</td> </tr> <tr> <td>East Carib.</td> <td>950</td> </tr> </table> 3. 7,100 family farms have applied improved practices (Av. farm family=5 people) <table style="margin-left: 40px;"> <tr> <td></td> <td>Primary Ben.</td> <td>Secondary Ben</td> </tr> <tr> <td>Costa Rica</td> <td>2,500</td> <td>12,500</td> </tr> <tr> <td>Dom. Rep.</td> <td>2,700</td> <td>13,500</td> </tr> <tr> <td>East.Carib.</td> <td>2,075</td> <td>14,375</td> </tr> </table> 	Costa Rica	1,000	Dom. Rep.	1,200	East Carib.	950		Primary Ben.	Secondary Ben	Costa Rica	2,500	12,500	Dom. Rep.	2,700	13,500	East.Carib.	2,075	14,375	<ol style="list-style-type: none"> a. NGO 1992 Work Plan and budget. b. Country evaluations. <ol style="list-style-type: none"> 2a. Annual progress reports to AID. b. Farmer Impact Analyses. <ol style="list-style-type: none"> 3a. Annual progress reports to AID. b. Farmer Impact Analyses. 	<ol style="list-style-type: none"> A. Extreme weather does not diminish impact of these practices. B. Increased production of tree products and price changes do not suppress prices or nullify income gains. C. Farmers access to markets is not limited by political action. D. NGOs are not restricted by political circumstances.
Costa Rica	1,000																				
Dom. Rep.	1,200																				
East Carib.	950																				
	Primary Ben.	Secondary Ben																			
Costa Rica	2,500	12,500																			
Dom. Rep.	2,700	13,500																			
East.Carib.	2,075	14,375																			
OUTPUTS 1. Local technical staff trained 2. Service delivery network established in each country under leadership of local NGO/ managements and boards.	<ol style="list-style-type: none"> a. 18 technicians trained in tree production (root trainers, grafting direct seeding); species/site selection; maintenance of windbreaks, living fences, stone and live barriers, water channels, terracing, etc. Costa Rica 4; Dom.Repub. 6; Antigua 2; Dominica 2; St. Kitts 2; St. Lucia 2 2a. Planting 322 trees/yr. by yr.3 (in \$000): Costa Rica 95; Dom. Repub. 150; Antigua 20; Dominica 13; St. Kitts 35; St. Lucia 8 b. Demonstrations of irrigation on 20 acres (Dominican Republic). c. 50% of treated acreage will be terraced and suitable for annual crops. d. Minimum of 4 NGOs have operating policies and procedures for project activities by end of Year 1, others by end of Year 2. 	<ol style="list-style-type: none"> a. Regular forester and institutional advisor reports to PADF. b. PADF annual reports to AID. c. Final Evaluation Report, Year 3. <ol style="list-style-type: none"> 2a. Regular forester or institutional advisor reports to PADF. b. PADF annual reports to AID. c. Final Evaluation Report, Year 3. d. NGO, Min. or Agric., other collaborative organization reports. 	<ol style="list-style-type: none"> A. Alternative land use opportunities do not offer higher income returns. B. Farmer pessimism with respect to their legal claim to trees and improvements can be allayed. C. Farmers are willing to organize and work on activities in groups. D. Tree survival after one year exceeds 50%. E. Farmers have sufficient excess labor for tree transport, planting, and maintenance. 																		

OUTPUTS (Cont'd)	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	e. Minimum of 4 NGOs have medium-term funding strategy to sustain project activities by end of Year 2, others by end of Year 3.		
3. Farm population educated/motivated.	3a. Farmers understand economic benefits of tree planting, food intercropping, and other soils improvements practices. b. Demand-driven tree planting and other ecologically sound practices in project areas are in place. Farmers will assume all costs of inputs to improve their land by end of Year 3. c. Educational materials distributed to 35,000 farmers. d. 1/2 of participants will be able to explain economic benefits of establishing sound practices promoted by the project.	3a. Regular forester or institutional reports b. PADF Annual reports c. Final Evaluation Report, Year 3.	
4. Impact analysis of income generation and institutional capacities published and distributed.	4a. Comparisons of production/income results with and without practices. b. Analysis on sample basis of income potential of new crops (e.g. fast-growing trees) vs. traditional crops. c. Assessment of strengths and weaknesses of NGO leadership vs. alternative structures.	4a/b. Farmer Impact analyses. 4c. Final Evaluation Report, Year 3.	

INPUTS	BUDGET (approx. distribution in \$000)					
	Yr1	Yr2	Yr3	Total		
1. TRAIN LOCAL STAFFS.					1-4. PADF accounting system, regular financial reports, annual reports to AID.	A. Project funding is sustained.
a. Identify target staffs.						B. Seeds for nurseries and other material support are readily available and in needed quantities.
b. Identify agroforestry technologies to be introduced.	1. TRAINING					C. Organizations cooperate as expected.
c. Train staff in project technologies.	T/A & Trng.	23	50	50	123.01	
d. Train staff in impact analysis methods.	Evaluation	4	7	12	23.01	
	Prog. Mgt.	2	3	4	11.01	
	Procurement	3	3	2	8.01	
	SUBTOTAL				170.01	

INPUTS (Cont'd)	BUDGET (Cont'd)	MEANS OF VERIFICATION	ASSUMPTIONS
2. ESTABLISH SERVICE DELIVERY NETWORK.	2. SERVICE NETWORKS		D. Government actively supports small farmer participation in privately-led tree-cropping programs.
a. Sign working agreements with NGOs; develop collaborating agreements with community organizations.	T/A & Trng. 45 65 60 170.0 Evaluation 4 6 18 28.0 Prog. Mgt. 5 16 12 33.0 Procurement 99 73 64 236.0		E. Supporting organizations cooperate as agreed (eg. complementary research, credit sources, government extension, suppliers of seedlings and plant material, educational and promotional efforts, etc.
b. Help develop annual work plans including material support schedule.	SUBTOTAL 467.0		F. NGOs have staff they are committed to provide.
c. Determine NGO administrative policy and procedure training needs; plan T/A.	3. FARMER POP. EDUC.		G. Local NGOs are able to agree on project purpose and workplans.
d. Provide T/A on strategy plans, policies, management procedures.	T/A & Trng. 20 25 25 70.0 Evaluation 4 6 10 20.0 Prog. Mgt. 2 4 3 9.0 Procurement 2 4 2 8.0		
e. Design and install nurseries and acquire seeds and materials.	SUBTOTAL 107.0		
f. Identify and select NGOs to distribute conservation/agroforestry promotion materials.	4. IMPACT ANALYSIS		
	T/A & Trng. 16 21 21 58.0 Evaluation - 24 12 36.0 Prog. Mgt. 5 6 6 17.0 Procurement - - - 0.0		
	SUBTOTAL 111.0		
3. EDUCATE FARM POPULATION.	SUBTOTALS		
a. Farmer field trips to demonstrate practices.	T/A & TRNG. 109 151 156 426.0 EVALUATION 12 43 52 107.0 PROG. MGT. 14 31 25 70.0 PROCUREMENT 104 90 68 252.0		
b. Joint design of local demonstration experiential activities.			
c. Farm leader visits from successful projects.	Headquarters 30 35 40 105.0		
d. Participation in nursery management.	Subtotal Direct 269 350 341 960.0		
e. Prepare promotional materials explaining production/income benefits.	Indirect 67 99 95 240.0		
f. Participation in base-line assessment, impact analyses and final evaluation.	TOTAL 336 439 426 1200.0		
4. IMPACT ANALYSIS.			
a. Design monitoring methods to measure organic content, moisture retention, soil loss etc. with and without practices.	4a. Soils analyses and measurements.		
b. Select project activities for impact analysis.	4b. Tree counts, survival rates (50% 12 mos.) food crop production, etc.; 190 meetings, board activity finances, and agroforestry plans and activities.		
c. Design studies and contract evaluators.			
d. Publish findings.			
e. Design methodology to measure economic impact.			
f. Calculate economic benefits to farmers.			
g. Carry out final evaluation. Evaluators.			

ATTACHMENT E

**ACUERDO DE COOPERACION TECNICA
ENTRE LA FUNDACION DE APOYO AL SUROESTE
Y LA FUNDACION PANAMERICANA PARA EL DESARROLLO**

Los suscritos, Fabio M. Rivas, ciudadano de la República Dominicana, representante legal de la Fundación de Apoyo al Suroeste, institución privada, sin fines de lucro, con personalidad jurídica, en adelante denominada "La FUNDASUR", y J. John Jova, ciudadano de los Estados Unidos de América, en representación de la Fundación Panamericana para el Desarrollo, en adelante denominada "La FUPAD", entidad voluntaria, privada, sin fines de lucro, según las leyes del Distrito de Columbia, Estados Unidos, celebran el presente Acuerdo que consta de las siguientes cláusulas:

**CLAUSULA I
LAS PARTES**

La Fundación de Apoyo al Suroeste

La FUNDASUR ha venido desarrollando, desde 1985, acciones para identificar, formular y ejecutar proyectos en el Municipio de Barahona en favor de los pobres, con los pobres y desde los pobres. La Asociación ha ofrecido programas a la población de escasos recursos en las siguientes áreas: sistemas de pozos y filtración de agua, crédito agrícola, desarrollo integral, alimentos por trabajo, y transporte rural de carga.

La Fundación Panamericana para el Desarrollo

La FUPAD se especializa en el desarrollo de programas a instituciones privadas que fomentan actividades económicas y sociales en sectores marginados de América Latina. En este sentido, sus objetivos son: 1) velar por el suministro de servicios, tales como créditos, inversiones en recursos naturales, asistencia técnica y capacitación adecuada que facilite el desarrollo de actividades que beneficien a los sectores marginados, y 2) desarrollar una capacidad institucional autóctona para la implementación efectiva de dichas actividades. Además, la FUPAD actúa como medio de comunicación e intercambio técnico de programas e instituciones afines en otros países de América Latina.

**CLAUSULA II
OBJETIVOS DEL ACUERDO**

Objetivo General

El Proyecto. La FUPAD lleva a cabo un proyecto de tres años para promover la productividad y los ingresos de los agricultores de pequeña escala y para beneficiar el medio ambiente de los seis países de la Cuenca del Caribe. El proyecto apoyará la producción de árboles de rápido crecimiento y la siembra de cultivos múltiples entre surcos. El proyecto trabajará con organizaciones no gubernamentales en las comunidades rurales de los seis países de la Cuenca

del Caribe incluyendo la República Dominicana. El proyecto, en cooperación con las organizaciones no gubernamentales (ONGs) como contrapartes locales, introducirá prácticas sostenibles de cultivo ambientalmente sólidas a través de la asistencia técnica en agroforestería, el fortalecimiento institucional, y la evaluación del impacto de los tecnologías introducidas.

En la República Dominicana, las mejoras en el manejo de los suelos y aguas, proporcionarán a los agricultores y sus asociados, beneficios económicos a través de incrementos en la producción, como aumentos en el valor de las propiedades tratadas por las tecnologías promovidas por el proyecto.

La FUNDASUR y la FUPAD desean cooperar en las actividades que promuevan el desarrollo socioeconómico del Municipio de Barahona y especialmente del sector de recursos naturales.

Objetivo Específico

La FUNDASUR y la FUPAD convienen en implementar, en forma coordinada, un proyecto para estimular el desarrollo de los recursos naturales y agroforestales del Municipio de Barahona. Este proyecto, denominado Proyecto Agroforesta, tiene el propósito de introducir métodos agroforestales y de conservación que sirvan para aumentar los ingresos de los campesinos y disminuir la erosión causada por las prácticas de una agricultura migratoria. El proyecto cuenta con los siguientes objetivos:

- * La conservación de los suelos, aplicando prácticas agroforestales que disminuyan la erosión.
- * La reforestación de las tierras sujetas a la erosión.
- * La organización y la educación de los beneficiarios del proyecto en las prácticas de conservación y la vigilancia de los recursos naturales.
- * La concientización de la comunidad del Municipio de Barahona de los beneficios económicos y sociales que resultan de la conservación y el uso racional de los suelos y aguas del Municipio.
- * La inversión de capital, a través de los agricultores beneficiarios, en el cultivo de árboles, barreras contra erosión, la canalización de aguas y otros fines con el objeto de generar ingresos para los mismos agricultores a través de aumentos en producción, y la recuperación del capital invertido para su reinversión.
- * La institucionalización, dentro de la FUNDASUR, de políticas, procedimientos, y capacidades técnicas, financieras, y administrativas para el mantenimiento del proyecto a largo plazo.

La FUPAD provee asistencia técnica y asesoría forestal y agronómica, insumos agrícolas y entrenamiento en el manejo de suelos, y entrenamiento en la planificación y la administración del proyecto.

FUNDASUR identificará a los cultivadores y las tierras demostrativas, promotores contrapartidos, y participará en el manejo de entrenamiento, créditos, distribuciones de plantas, y preparará informes periódicos.

Las estrategias de implementación del Proyecto empezarán por la selección de sitios pilotos por FUNDASUR y la negociación de un documento titulado "Plan del Proyecto Agroforesta - Barahona", que será desarrollado juntamente por FUNDASUR y FUPAD durante los primeros 90 días de implementación del Proyecto y aprobado por las dos partes. Este plan, y un presupuesto para las actividades también desarrollado juntamente por las dos organizaciones, formarán parte integral de este Acuerdo.

CLAUSULA III VIGENCIA DEL ACUERDO

La duración de este Acuerdo es de 30 meses a partir de la fecha en que se suscribe el mismo y es sujeto a las condiciones de los financiadores. La FUPAD revisará las condiciones para conformar a los reglamentos de la AID (Agencia para el Desarrollo Internacional) o de otros donantes con la FUNDASUR en la manera que sea necesaria.

CLAUSULA IV FINANCIAMIENTO Y EJECUCION DEL PROYECTO

Primer Fondo

Presupuesto

Las partes se pondrán de acuerdo, durante el desarrollo del Plan del Proyecto Agroforesta - Barahona, en un presupuesto del proyecto (en pesos Dominicanos) para la compra local de servicios, utilidades, y otros costos. Para actividades preaprobadas conjuntamente, la FUPAD, sujeta a la disponibilidad de fondos, espera cubrir unos costos de transporte local, comunicaciones, compra o producción de árboles, materiales para la construcción de barreras de erosión, y un complemento del salario de un empleado de la Secretaría de Agricultura, asignado a la FUNDASUR.

Control de los Fondos

La FUPAD adelantará fondos y/o reembolsará a la FUNDASUR los gastos preaprobados del Proyecto hasta el total del presupuesto acordado por las partes.

El presupuesto formulará los métodos a seguirse para que la FUPAD en adelante cubra unos gastos de FUNDASUR. Los adelantos y reembolsos por parte de FUPAD serán en pesos dominicanos o dólares a discreción de la FUPAD. La FUPAD se pondrá de acuerdo con FUNDASUR en determinar las variaciones de gastos de los renglones principales del presupuesto, de personal, o cambio significativo de programa.

La FUNDASUR mantendrá un fondo aparte dentro de sus libros contables para registrar las actividades financieras del Proyecto.

La FUNDASUR autoriza a la FUPAD el repaso conjunto con FUNADASUR, de los documentos y cuentas que correspondan al Proyecto.

Informes Financieros

El presupuesto definirá las responsabilidades de FUNDASUR en preparar y enviar a la FUPAD informes del estado de gastos a ser reembolsado por FUPAD. Estos informes deben ser por renglón presupuestario para el período y también acumulados desde el principio del proyecto, a ser comparados con el presupuesto total, e incluyendo aportaciones adicionales al proyecto, en especie y efectivo.

La FUNDASUR realizará y enviará a la FUPAD anualmente su informe de auditoría externa dentro de los seis meses del cierre de sus operaciones.

Informes de Adelanto

La FUNDASUR preparará un borrador, y las dos organizaciones completarán regularmente un informe de implementación del proyecto de acuerdo con los requisitos de los donantes.

Acceso y Control de Información

11. F.R.
La información y la documentación provenientes de la ejecución del Proyecto Agroforesta - Barahona será de la propiedad de las dos instituciones. Todo informe o cita bibliográfica deberá indicar la participación mancomunada de las dos partes.

Mecanismos de Coordinación

Durante la vigencia del Plan del Proyecto se realizarán reuniones de coordinación, evaluación y planificación en la República Dominicana. Este proceso debe incluir la participación activa de la Junta de FUNDASUR, el Director Ejecutivo y los técnicos asignados al proyecto por FUNDASUR, además del personal de FUPAD. También, el personal técnico y de supervisión de la FUPAD visitará la Fundación y los sitios de trabajo de acuerdo a la programación del mismo.

CLAUSULA V MODIFICACION DEL ACUERDO

Este Acuerdo podrá ser modificado en cualquier momento, por convenio mutuo y por un intercambio de notas entre las dos partes, referente a los objetivos, estrategias, y planes de trabajo del proyecto. Las modificaciones acordadas entre las partes serán enumeradas comenzando con 001.

CLAUSULA VI TERMINACION DEL ACUERDO

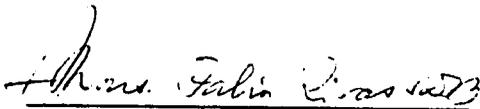
En caso de que cualquiera de las partes, luego de haber agotado los

mecanismos de negociación, consideren que persisten diferencias irreconciliables, o que existieran otras razones de fuerza mayor o interés propio que excluyan su participación en el Proyecto y hagan necesaria la terminación del Acuerdo, deberá comunicar a la otra parte por escrito su intención de terminar el presente Acuerdo. En caso de diferencias irreconciliables, su terminación deberá efectuarse dentro de los treinta días a partir de la fecha de la comunicación antedicha.

En todo caso la parte que proponga terminar el Acuerdo deberá presentar a la otra parte un plan aceptable para su terminación, dentro del período y presupuesto originalmente aprobado. El plan deberá contener, entre otros elementos, un informe financiero detallado sobre el uso de fondos a su cargo, los saldos disponibles, la proyección de gastos a la fecha de terminación y la disposición final de fondos; un informe detallado sobre los equipos o materiales sujetos a su terminación, y un informe detallado sobre la situación contractual del personal, firmas u otros afectados por la terminación. Además, los problemas presentados y los ajustes realizados durante la ejecución del proyecto, así como cualquier recomendación o sugerencia pertinente al logro de los objetivos del Proyecto.

En cualquiera de los casos las partes deberán tomar las medidas más expeditas, eficaces y apropiadas para ejecutar las actividades de terminación, prestando particular atención a los asuntos de orden administrativo, financiero, y legal dentro del marco de las regulaciones vigentes para el Proyecto y las partes mismas.

En fé de lo cual, los representantes de ambas partes, debidamente autorizados para hacerlo, firman el presente Acuerdo.

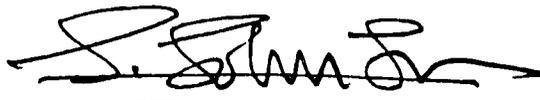


Fabio M. Rivas
Presidente
Fundación de Apoyo
al Sureste

2/13/91

Fecha

Testigo



J. John Jova, U.S. Emb. (retirado)
Presidente
Fundación Panamericana para el
Desarrollo

2-15-91

Fecha

Testigo

ACUERDO DE COOPERACION TECNICA ENTRE
LA ASOCIACION DE COMUNIDADES ORGANIZADAS
DE LA ZONA NORTE, BANI, INC. Y
LA FUNDACION PANAMERICANA PARA EL DESARROLLO

Los suscritos, Juana Confesora Gonzales, ciudadana de la República Dominicana, representante legal de la Asociación de Comunidades Organizadas de la Zona Norte, Bani, Inc., institución privada, sin fines de lucro, con personalidad jurídica, en adelante denominada "La Asociación", y J. John Jova, ciudadano de los Estados Unidos de América, en representación de la Fundación Panamericana para el Desarrollo, en adelante denominada "La FUPAD", entidad voluntaria, privada, sin fines de lucro, según las leyes del Distrito de Columbia, Estados Unidos, celebran el presente Acuerdo que consta de las siguientes cláusulas:

CLAUSULA I
LAS PARTES

La Asociación de Comunidades Organizadas de la Zona Norte, Bani, Inc.

La Asociación ha venido desarrollando, desde 1980, acciones para identificar, formular y ejecutar proyectos en la zona norte de Bani en favor de las necesidades y derechos de los campesinos. La Asociación ha ofrecido programas a la población de campesinos en las siguientes áreas: servicio de salud, producción de plantas frutales, transporte rural de carga, y asesoramiento de asociaciones afiliadas de campesinos.

La Fundación Panamericana para el Desarrollo

La FUPAD se especializa en el desarrollo de programas a instituciones privadas que fomentan actividades económicas y sociales en sectores marginados de América Latina. En este sentido, sus objetivos son: 1) velar por el suministro de servicios, tales como créditos, inversiones en recursos naturales, asistencia técnica y capacitación adecuada que facilite el desarrollo de actividades que beneficien a los sectores marginados, y 2) desarrollar una capacidad institucional autóctona para la implementación efectiva de dichas actividades. Además, la FUPAD actúa como medio de comunicación e intercambio técnico de programas e instituciones afines en otros países de América Latina.

CLAUSULA II OBJETIVOS DEL ACUERDO

Objetivo General

El Proyecto. La FUPAD lleva a cabo un proyecto de tres años para promover la productividad y los ingresos de los agricultores de pequeña escala y para beneficiar el medio ambiente de los seis países de la Cuenca de Caribe. El proyecto apoyará la producción de árboles de rápido crecimiento y la siembra de cultivos múltiples entre surcos. El proyecto trabajará con organizaciones no gubernamentales en las comunidades rurales de los seis países de la Cuenca del Caribe incluyendo la República Dominicana. El proyecto, en cooperación con las organizaciones no gubernamentales (ONGs) como contrapartes locales, introducirá prácticas sostenibles de cultivo ambientalmente sólidas a través de la asistencia técnica en agroforestería, el fortalecimiento institucional, y la evaluación del impacto de las tecnologías introducidas.

En la República Dominicana, las mejoras en el manejo de los suelos y aguas, proporcionarán a los agricultores y sus asociados, beneficios económicos a través de incrementos en la producción, así como aumentos en el valor de las propiedades tratadas por las tecnologías promovidas por el proyecto.

La Asociación y la FUPAD desean cooperar en las actividades que promuevan el desarrollo socioeconómico de la zona norte del Municipio de Bani y especialmente del sector de recursos naturales.

Objetivo Específico

La Asociación y la FUPAD convienen en implementar, en forma coordinada, un proyecto para estimular el desarrollo de los recursos naturales y agroforestales de la Zona Norte de Bani. Este proyecto, denominado Proyecto Agroforesta tiene el propósito de introducir métodos agroforestales y de conservación que sirvan para aumentar los ingresos de los campesinos y disminuir la erosión causada por las prácticas de una agricultura migratoria. El proyecto cuenta con los siguientes objetivos:

- * La conservación de los suelos, aplicando prácticas agroforestales que disminuyan la erosión.
- * La reforestación de las tierras sujetas a la erosión.
- * La organización y la educación de los beneficiarios del proyecto en las prácticas de conservación y la vigilancia de los recursos naturales.

- * La concientización de la comunidad de la Zona Norte de Bani de los beneficios económicos y sociales que resultan de la conservación y el uso racional de los suelos y aguas de la Zona.
- * La inversión de capital, a través de los agricultores beneficiarios, en el cultivo de árboles, barreras contra erosión, la canalización de aguas y otros fines, con el objeto de generar ingresos para los mismos agricultores a través de aumentos en producción, y la recuperación del capital invertido para su reinversión.
- * La institucionalización dentro de la Asociación de políticas, procedimientos, y capacidades técnicas y administrativas para el mantenimiento del proyecto a largo plazo.

La FUPAD provee asistencia técnica y asesoría forestal y agrónoma, insumos agrícolas y entrenamiento en el manejo de suelos, y entrenamiento en la planificación y la administración del proyecto.

La Asociación identificará los cultivadores y las tierras demostrativas, promotores contrapartidos, y participará en el manejo de entrenamiento, créditos, distribuciones de plantas, y preparará informes periódicos.

Las estrategias de implementación del Proyecto empezarán por la selección de sitios pilotos por la Asociación y la negociación de un documento titulado "Plan del Proyecto Agroforesta - Bani", que será desarrollado juntamente por la Asociación y FUPAD durante los primeros 90 días de implementación del Proyecto y aprobado por las dos partes. Este plan, y un presupuesto para las actividades también desarrollado juntamente por las dos organizaciones, formará parte integral de este acuerdo.

CLAUSULA III VIGENCIA DEL ACUERDO

La duración de este Acuerdo es de 30 meses a partir de la fecha en que se suscribe el mismo y es sujeto a las condiciones de los financiadores. La FUPAD revisará las condiciones para conformarse a los reglamentos de la AID (Agencia para el Desarrollo Internacional) o de donantes con la Asociación en la manera que sea necesaria.

CLAUSULA IV
FINANCIAMIENTO Y EJECUCION DEL PROYECTO

Presupuesto

Las partes se pondrán de acuerdo, durante el desarrollo del Plan del Proyecto Agroforesta - Bani, en un presupuesto del proyecto (en pesos Dominicanos) para la compra local de servicios, utilidades, y otros costos. Para actividades preaprobadas conjuntamente, la FUPAD sujeta a la disponibilidad de fondos, espera cubrir unos costos de transporte local, comunicaciones, compra o producción de árboles, y materiales para la construcción de barreras de erosión.

Control de los Fondos

La FUPAD adelantará fondos y/o reembolsará a la Asociación los gastos preaprobados del Proyecto hasta el total del presupuesto acordado por las partes.

El presupuesto formulará los métodos a seguirse para que la FUPAD en adelante cubra unos gastos de la Asociación. Los adelantos y reembolsos por parte de FUPAD serán en pesos dominicanos o dólares a discreción de la FUPAD. La FUPAD se pondrá de acuerdo con la Asociación en determinar las variaciones de gastos entre los renglones principales del presupuesto, de personal, o cambio significativo de programa.

La Asociación mantendrá un fondo aparte dentro de sus libros contables para registrar las actividades financieras del proyecto.

La Asociación autoriza a la FUPAD el repaso, conjunto con la Asociación, de los documentos y cuentas que correspondan al Proyecto.

Informes Financieros

El presupuesto definirá las responsabilidades de la Asociación en preparar y enviar a la FUPAD informes del estado de gastos a ser reembolsados por FUPAD. Estos informes deben ser por renglón presupuestario para el período, a ser comparados con el presupuesto total, e incluyendo aportaciones adicionales al proyecto, en especie y efectivo.

La Asociación realizará y enviará a la FUPAD anualmente una copia de sus informes financieros anuales. Si existe este requisito será cumplido por la auditoría externa de la institución dentro de los seis meses del cierre de sus operaciones.

Informes de Adelanto

La Asociación preparará un borrador, y las dos organizaciones completarán regularmente un informe de implementación del proyecto de acuerdo con los requisitos de los donantes.

Acceso y Control de Información

La información y la documentación provenientes de la ejecución del Proyecto Agroforesta - Bani será de la propiedad de las dos instituciones. Todo informe o cita bibliográfica deberá indicar la participación mancomunada de las dos partes.

Mecanismos de Coordinación

Durante la vigencia del Plan del Proyecto se realizarán reuniones de coordinación, evaluación y planificación en la República Dominicana. Este proceso debe incluir la participación activa de la Junta de la Asociación, el Director Ejecutivo y los técnicos asignados al proyecto por la Asociación, además del personal de FUPAD. También, el personal técnico y de supervisión de la FUPAD visitará la Fundación y los sitios de trabajo de acuerdo a la programación del mismo.

CLAUSULA V MODIFICACION DEL ACUERDO

Este Acuerdo podrá ser modificado en cualquier momento, por convenio mutuo y por un intercambio de notas entre las dos partes, referente a los objetivos, estrategias, y planes de trabajo del proyecto. Las modificaciones acordadas entre las partes serán enumeradas comenzando con 001.

CLAUSULA VI TERMINACION DEL ACUERDO

En caso de que cualquiera de las partes, luego de haber agotado los mecanismos de negociación, consideren que persisten diferencias irreconciliables, o que existieran otras razones de fuerza mayor o interés propio que excluyan su participación en el Proyecto y hagan necesaria la terminación del Acuerdo, deberá comunicar a la otra parte por escrito su intención de terminar el presente Acuerdo. En caso de diferencias irreconciliables, su terminación deberá efectuarse dentro de los treinta días a partir de la fecha de la comunicación antedicha.

En todo caso la parte que proponga terminar el Acuerdo deberá presentar a la otra parte un plan aceptable para su terminación, dentro del período y presupuesto originalmente aprobado. El plan deberá contener, entre otros elementos, un

informe financiero detallado sobre el uso de fondos a su cargo, los saldos disponibles, la proyección de gastos a la fecha de terminación y la disposición final de fondos; un informe detallado sobre los equipos, materiales útiles, inventario, u otros, sujetos a la terminación, y un informe detallado sobre la situación contractual del personal, firmas u otros que pudieran ser afectados por la terminación. Además, deberán señalarse los problemas presentados y los ajustes realizados durante el período de ejecución del proyecto, así como cualquier recomendación o sugerencia pertinente para el logro de los objetivos del Proyecto.

En cualquiera de los casos las partes deberán tomar las medidas más expeditas, eficaces y apropiadas para ejecutar las actividades de terminación, prestando particular atención a los asuntos de orden administrativo, financiero, y legal dentro del marco de las regulaciones vigentes para el Proyecto y las partes mismas.

En fé de lo cual, los representantes de ambas partes, debidamente autorizados para hacerlo, firman el presente Acuerdo.

Juana C. Gonzales
Juana Confesora Gonzales
Presidente
Asociación de Comunidades
Organizadas de la Zona
Norte, Bani, Inc.

23-1-91.

Fecha

[Signature]
Testigo

J. John Jova

J. John Jova, U.S. Emb. (retirado)
Presidente
de la Fundación Panamericana
para el Desarrollo

11-2-1991

Fecha

[Signature]
Testigo



**Pan American Development
Foundation**

1999 F Street N.W. • Washington D.C. 20006 • U.S.A.
Phone: (202) 462-3669 • Cable: FUPAD • Telex: 64110 • FAX: (202) 462-3631

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**ACUERDO DE COOPERACION TECNICA ENTRE
EL CENTRO AGICOLA CANTONAL DE SAN RAMON Y
LA FUNDACION PANAMERICANA PARA EL DESARROLLO**

Los suscritos, Everardo Salas Araya, ciudadana de Costa Rica, representante legal del Centro Agicola Cantonal de San Ramon, institucion privada, sin fines de lucro, con personalidad juridica, en adelante denominada el "CAC", y Peter J. Reitz, ciudadano de los Estados Unidos de America, en representacion de la Fundacion Panamericana para el Desarrollo, en adelante denominada la "FUPAD", entidad voluntaria, privada, sin fines de lucro, segun las leyes del Distrito de Columbia, Estados Unidos, celebran el presente Acuerdo que consta de las siguientes clausulas:

**CLAUSULA I
LAS PARTES**

El Centro Agrícola Cantonal de San Ramon

El CAC ha venido desarrollando, desde 1970, acciones para identificar, formular y ejecutar proyectos en el Canton de San Ramon en favor de las necesidades y derechos de los agricultores. El CAC ha ofrecido programas a la poblacion de agricultores en las siguientes areas: produccion de plantas, feria del agricultor, distribucion de bombas de atomizar, finca demostrativa y asesoramiento de comites afiliadas de agricultores.

La Fundacion Panamericana para el Desarrollo

La FUPAD se especializa en el desarrollo de programas a instituciones privadas que fomentan actividades economicas y sociales en sectores marginados de America Latina. En este sentido, sus objetivos son: 1) velar por el suministro de servicios, tales como creditos, inversiones en recursos naturales, asistencia tecnica y capacitacion adecuada que facilite el desarrollo de actividades que beneficien a los sectores marginados, y 2) desarrollar una capacidad institucional autoctona para la implementacion efectiva de dichas actividades. Ademas, la FUPAD actua como medio de comunicacion e intercambio tecnico de programas e instituciones afines en otros paises de America Latina.

CLAUSULA II OBJETIVOS DEL ACUERDO

Objetivo General

El Proyecto. La FUPAD lleva a cabo un proyecto de tres años para promover la productividad y los ingresos de los agricultores de pequeña escala y para beneficiar el medio ambiente de los seis países de la Cuenca de Caribe. El proyecto apoyará la producción de árboles de rápido crecimiento y la siembra de cultivos múltiples entre surcos. El proyecto trabajará con organizaciones no gubernamentales en las comunidades rurales de los seis países de la Cuenca del Caribe incluyendo Costa Rica. El proyecto, en cooperación con las organizaciones no gubernamentales (ONGs) como contrapartes locales, introducirá prácticas sostenibles de cultivo ambientalmente sólidas a través de la asistencia técnica en agroforestería, el fortalecimiento institucional, y la evaluación del impacto de las tecnologías introducidas.

En Costa Rica, las mejoras en el manejo de los suelos y aguas, proporcionaran a los agricultores y sus asociados, beneficios económicos a través de incrementos en la producción, así como aumentos en el valor de las propiedades tratadas por las tecnologías promovidas por el proyecto.

El CAC y la FUPAD desean cooperar en las actividades que promuevan el desarrollo socioeconómico del Cantón de San Ramón y especialmente del sector de recursos naturales.

Objetivo Especifico

El CAC y la FUPAD convienen en implementar, en forma coordinada, un proyecto para estimular el desarrollo de los recursos naturales y agroforestales del Cantón de San Ramón. Este proyecto, denominado Proyecto Agroforesta tiene el propósito de introducir métodos agroforestales y de conservación que sirvan para aumentar los ingresos de los campesinos y disminuir la erosión causada por las prácticas de una agricultura migratoria. El proyecto cuenta con los siguientes objetivos:

- * La conservación de los suelos, aplicando prácticas agroforestales que disminuyan la erosión
- * La reforestación de las tierras sujetas a la erosión
- * La organización y la educación de los beneficiarios del proyecto en las prácticas de conservación y la vigilancia de los recursos naturales.
- * La sensibilización de la comunidad del Cantón de San Ramón de los beneficios económicos y sociales que resultan de la

conservación y el uso racional de los suelos y aguas de la zona.

- * La inversión de capital, a través de los agricultores beneficiarios, en el cultivo de árboles, barreras contra erosión, la canalización de aguas y otros fines, con el objeto de generar ingresos para los mismos agricultores a través de aumentos en producción, y la recuperación del capital invertido para su reinversión.
- * La institucionalización dentro del CAC de políticas, procedimientos, y capacidades técnicas y administrativas para el mantenimiento del proyecto a largo plazo.

La FUPAD provee asistencia técnica y asesoría forestal y agrónoma, insumos agrícolas y entrenamiento en el manejo de suelos, y entrenamiento en la planificación y la administración del proyecto.

El CAC identificará los cultivadores y las tierras demostrativas, promotores contrapartidos, y participará en el manejo de entrenamiento, créditos, distribuciones de plantas, y preparará informes periódicos.

Las estrategias de implementación del Proyecto empezarán por la selección de sitios pilotos por el CAC y la negociación de un documento titulado "Plan del Proyecto Agrotorresta - San Ramon", que será desarrollado conjuntamente por el CAC y FUPAD durante los primeros 90 días de implementación del Proyecto y aprobado por las dos partes. Este plan, y un presupuesto para las actividades también desarrollado conjuntamente por las dos organizaciones, formará parte integral de este acuerdo.

CLAUSULA III VIGENCIA DEL ACUERDO

La duración de este Acuerdo es de 24 meses a partir de la fecha en que se suscribe el mismo y es sujeto a las condiciones de los financiadores. La FUPAD revisará las condiciones para conformarse a los reglamentos de la AID (Agencia para el Desarrollo Internacional), o de conantes con el CAC en la manera que sea necesaria.

**CLAUSULA IV
FINANCIAMIENTO Y EJECUCION DEL PROYECTO**

Presupuesto

Las partes se pondrán de acuerdo, durante el desarrollo del Plan del Proyecto Agroforesta - San Ramon, en un presupuesto del proyecto (en colones y dólares) para la compra local de servicios, utilidades, y otros costos. Para actividades preaprobadas conjuntamente, la FUPAD sujeta a la disponibilidad de fondos, espera cubrir unos costos de transporte local, comunicaciones, compra o producción de arboles, y materiales para la construcción de barreras de erosión.

Control de los Fondos

La FUPAD adelantará fondos y/o reembolsará al CAC los gastos preaprobados del Proyecto hasta el total del presupuesto acordado por las partes.

El presupuesto formulará los métodos a seguirse para que la FUPAD en adelante cubra unos gastos del CAC. Los adelantos y reembolsos por parte de FUPAD serán en ~~pesos dominicanos~~ o *colones o dólares* a discreción de la FUPAD. La FUPAD se pondrá de acuerdo con el CAC en determinar las variaciones de gastos entre los renglones principales del presupuesto, de personal, o cambio significativo de programa.

El CAC mantendrá un fondo aparte dentro de sus libros contables para registrar las actividades financieras del proyecto.

El CAC autoriza a la FUPAD el repaso, conjunto con el CAC, de los documentos y cuentas que correspondan al Proyecto.

Informes Financieros

El presupuesto definirá las responsabilidades del CAC en preparar y enviar a la FUPAD informes del estado de gastos a ser reembolsados por FUPAD. Estos informes deben ser por renglón presupuestario para el periodo a ser comparados con el presupuesto total e incluyendo aportaciones adicionales al proyecto en especie y efectivo.

El CAC realizará y enviara a la FUPAD anualmente una copia de sus informes financieros anuales. Si existe este requisito será cumplido por el auditoria externa de la institución dentro de los seis meses del cierre de sus operaciones.

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Informes de Adelanto

El CAC preparará un borrador, y las dos organizaciones completarán regularmente un informe de implementación del proyecto de acuerdo con los requisitos de los donantes.

Acceso y Control de Información

La información y la documentación provenientes de la ejecución del Proyecto Agroforesta - Bani será de la propiedad de las dos instituciones. Todo informe o cita bibliográfica deberá indicar la participación mancomunada de las dos partes.

Mecanismos de Coordinación

Durante la vigencia del Plan del Proyecto se realizarán reuniones de coordinación, evaluación y planificación en Costa Rica. Este proceso debe incluir la participación activa de la Junta del CAC, el Director Ejecutivo y los técnicos asignados al proyecto por el CAC, además del personal de FUPAD. También, el personal técnico y de supervisión de la FUPAD visitará el CAC y los sitios de trabajo de acuerdo a la programación del mismo.

CLAUSULA V MODIFICACION DEL ACUERDO

Este Acuerdo podrá ser modificado en cualquier momento, por convenio mutuo y por un intercambio de notas entre las dos partes, referente a los objetivos, estrategias, y planes de trabajo del proyecto. Las modificaciones acordadas entre las partes serán enumeradas comenzando con 001.

CLAUSULA VI TERMINACION DEL ACUERDO

En caso de que cualquiera de las partes luego de haber agotado los mecanismos de negociación consideren que persisten diferencias irreconciliables, o que existieran otras razones de fuerza mayor o interés propio que excluyan su participación en el Proyecto y hagan necesaria la terminación del Acuerdo, deberá comunicar a la otra parte por escrito su intención de terminar el presente Acuerdo. En caso de diferencias irreconciliables su terminación deberá efectuarse dentro de los treinta días a partir de la fecha de la comunicación indicada.

En todo caso la parte que proponga terminar el Acuerdo deberá presentar a la otra parte un plan aceptable para su terminación dentro del periodo y presupuesto originalmente aprobado. El plan deberá contener, entre otros elementos, un informe financiero detallado sobre el uso de fondos a su cargo.

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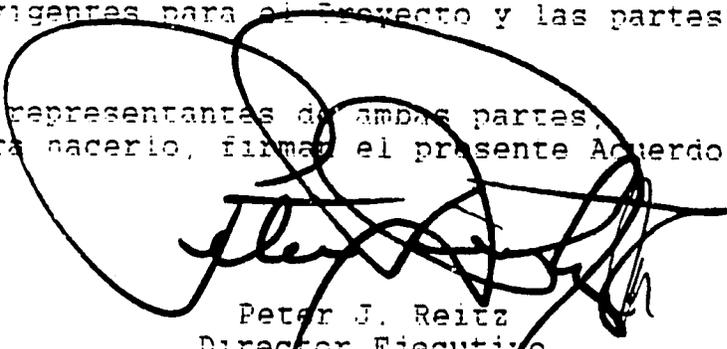
los saldos disponibles, la proyección de gastos a la fecha de terminación y la disposición final de fondos; un informe detallado sobre los equipos, materiales útiles, inventario, u otros, sujetos a la terminación, y un informe detallado sobre la situación contractual del personal, firmas u otros que pudieran ser afectados por la terminación. Además, deberán señalarse los problemas presentados y los ajustes realizados durante el periodo de ejecución del proyecto, así como cualquier recomendación o sugerencia pertinente para el logro de los objetivos del Proyecto.

En cualquiera de los casos las partes deberán tomar las medidas mas expeditas, eficaces y apropiadas para ejecutar las actividades de terminación, prestando particular atención a los asuntos de orden administrativo, financiero, y legal dentro del marco de las regulaciones vigentes para el Proyecto y las partes mismas.

En fe de lo cual, los representantes de ambas partes, debidamente autorizados para hacerlo, firman el presente Acuerdo.



Everado Salas Araya,
Presidente
Centro Agrícola Cantonal
San Ramon



Peter J. Reitz
Director Ejecutivo
de la Fundación Panamericana
para el Desarrollo

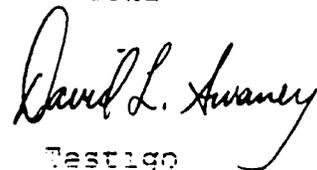
9 de Julio, 1991

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RECEIVED JUL 25 1991

**ACUERDO DE COOPERACION TECNICA ENTRE
EL CENTRO AGICOLA CANTONAL DE JIMENEZ Y
LA FUNDACION PANAMERICANA PARA EL DESARROLLO**

Los suscritos, Luis Brenes Carvajal, ciudadana de Costa Rica, representante legal del Centro Agicola Cantonal de Jimenez, institucion privada, sin fines de lucro, con personalidad juridica, en adelante denominada el "CAC", y Peter J Reitz, ciudadano de los Estados Unidos de America, en representacion de la Fundacion Panamericana para el Desarrollo, en adelante denominada la "FUPAD", entidad voluntaria, privada, sin fines de lucro, segun las leyes del Distrito de Columbia, Estados Unidos, celebran el presente Acuerdo que consta de las siguientes clausulas:

**CLAUSULA I
LAS PARTES**

El Centro Agrícola Cantonal de Jimenez

El CAC ha venido desarrollando, desde 1975, acciones para identificar, formular y ejecutar proyectos en el Canton de Jimenez en favor de las necesidades y derechos de los agricultores. El CAC ha ofrecido programas a la poblacion de agricultores en las siguientes areas: venta de semillas de peji-baye y asesoramiento de comites afiliadas de agricultores.

La Fundación Panamericana para el Desarrollo

La FUPAD se especializa en el desarrollo de programas a instituciones privadas que toman actividades economicas y sociales en sectores marginados de America Latina. En este sentido, sus objetivos son: 1) velar por el suministro de servicios, tales como creditos, inversiones en recursos naturales, asistencia tecnica y capacitacion adecuada que facilite el desarrollo de actividades que benefician a los sectores marginados, y 2) desarrollar una capacidad institucional autoctona para la implementacion efectiva de dichas actividades. Ademàs, la FUPAD actua como medio de comunicacion e intercambio tecnico de programas e instituciones afines en otros paises de America Latina.

CLAUSULA II OBJETIVOS DEL ACUERDO

Objetivo General

El Proyecto. La FUPAD lleva a cabo un proyecto de tres años para promover la productividad y los ingresos de los agricultores de pequeña escala y para beneficiar el medio ambiente de los seis países de la Cuenca de Caribe. El proyecto apoyará la producción de árboles de rápido crecimiento y la siembra de cultivos múltiples entre surcos. El proyecto trabajará con organizaciones no gubernamentales en las comunidades rurales de los seis países de la Cuenca del Caribe incluyendo Costa Rica. El proyecto, en cooperación con las organizaciones no gubernamentales (ONGs) como contrapartes locales, introducirá prácticas sostenibles de cultivo ambientalmente sólidas a través de la asistencia técnica en agroforestería, el fortalecimiento institucional, y la evaluación del impacto de las tecnologías introducidas.

En Costa Rica, las mejoras en el manejo de los suelos y aguas, proporcionarán a los agricultores y sus asociados, beneficios económicos a través de incrementos en la producción, así como aumentos en el valor de las propiedades tratadas por las tecnologías promovidas por el proyecto.

El CAC y la FUPAD desean cooperar en las actividades que promuevan el desarrollo socioeconómico del Cantón de Jiménez y especialmente del sector de recursos naturales.

Objetivo Especifico

El CAC y la FUPAD convienen en implementar, en forma coordinada, un proyecto para estimular el desarrollo de los recursos naturales y agroforestales del Cantón de Jiménez. Este proyecto denominado Proyecto Agroforesta tiene el propósito de introducir métodos agroforestales y de conservación que sirvan para aumentar los ingresos de los campesinos y disminuir la erosión causada por las prácticas de una agricultura migratoria. El proyecto cuenta con los siguientes objetivos:

- * La conservación de los suelos aplicando prácticas agroforestales que disminuyan la erosión.
- * La reforestación de las tierras sujetas a la erosión.
- * La organización y la educación de los beneficiarios del proyecto en las prácticas de conservación y la vigilancia de los recursos naturales.
- * La concientización de la comunidad del Cantón de Jiménez de los beneficios económicos y sociales que resultan de la

conservación y el uso racional de los suelos y aguas de la zona.

- * La inversión de capital, a través de los agricultores beneficiarios, en el cultivo de árboles, barreras contra erosión, la canalización de aguas y otros fines, con el objeto de generar ingresos para los mismos agricultores a través de aumentos en producción, y la recuperación del capital invertido para su reinversión.
- * La institucionalización dentro del CAC de políticas, procedimientos, y capacidades técnicas y administrativas para el mantenimiento del proyecto a largo plazo.

La FUPAD provee asistencia técnica y asesoría forestal y agrónoma, insumos agrícolas y entrenamiento en el manejo de suelos, y entrenamiento en la planificación y la administración del proyecto.

El CAC identificará los cultivadores y las tierras demostrativas, promotores contrapartidos, y participará en el manejo de entrenamiento, créditos, distribuciones de plantas, y preparará informes periódicos.

Las estrategias de implementación del Proyecto empezarán por la selección de sitios piloros por el CAC y la negociación de un documento titulado "Plan del Proyecto Agroforesta - Jiménez", que será desarrollado juntamente por el CAC y FUPAD durante los primeros 90 días de implementación del Proyecto y aprobado por las dos partes. Este plan, y un presupuesto para las actividades también desarrollado juntamente por las dos organizaciones, formará parte integral de este acuerdo.

CLAUSULA III VIGENCIA DEL ACUERDO

La duración de este Acuerdo es de 24 meses a partir de la fecha en que se suscribe el mismo y es sujeto a las condiciones de los financiadores. La FUPAD revisará las condiciones para conformarse a los reglamentos de la AID (Agencia para el Desarrollo Internacional) o de donantes con el CAC en la manera que sea necesaria.

CLAUSULA IV
FINANCIAMIENTO Y EJECUCION DEL PROYECTO

Presupuesto

Las partes se pondrán de acuerdo, durante el desarrollo del Plan del Proyecto Agroforesta - Jiménez, en un presupuesto del proyecto (en colones y dólares) para la compra local de servicios, utilidades, y otros costos. Para actividades preaprobadas conjuntamente, la FUPAD sujeta a la disponibilidad de fondos, espera cubrir unos costos de transporte local, comunicaciones, compra o producción de arboles, y materiales para la construcción de barreras de erosión.

Control de los Fondos

La FUPAD adelantara fondos y/o reembolsara al CAC los gastos preaprobados del Proyecto hasta el total del presupuesto acordado por las partes.

El presupuesto formulara los metodos a seguirse para que la FUPAD en adelante cubra unos gastos del CAC. Los adelantos y reembolsos por parte de FUPAD seran en pesos dominicanos o dólares a discreción de la FUPAD. La FUPAD se pondra de acuerdo con el CAC en determinar las variaciones de gastos entre los renglones principales del presupuesto, de personal, o cambio significativo de programa.

El CAC mantendra un fondo aparte dentro de sus libros contables para registrar las actividades financieras del proyecto.

El CAC autoriza a la FUPAD el repaso, conjunto con el CAC, de los documentos y cuentas que correspondan al Proyecto

Informes Financieros

El presupuesto definira las responsabilidades del CAC en preparar y enviar a la FUPAD informes del estado de gastos a ser reembolsados por FUPAD. Estos informes deben ser por renglon presupuestario para el periodo, a ser comparados con el presupuesto total, e incluyendo aportaciones adicionales al proyecto, en especie y efectivo.

El CAC realizara y enviara a la FUPAD anualmente una copia de sus informes financieros anuales. El existe este requisito sera cumplido por la auditoria externa de la institucion dentro de los seis meses del cierre de sus operaciones.

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Informes de Adelanto

El CAC preparará un borrador, y las dos organizaciones completarán regularmente un informe de implementación del proyecto de acuerdo con los requisitos de los donantes.

Acceso y Control de Información

La información y la documentación provenientes de la ejecución del Proyecto Agroforesta - Bani será de la propiedad de las dos instituciones. Todo informe o cita bibliográfica deberá indicar la participación mancomunada de las dos partes.

Mecanismos de Coordinación

Durante la vigencia del Plan del Proyecto se realizarán reuniones de coordinación, evaluación y planificación en Costa Rica. Este proceso debe incluir la participación activa de la Junta del CAC, el Director Ejecutivo y los técnicos asignados al proyecto por el CAC, además del personal de FUPAD. También, el personal técnico y de supervisión de la FUPAD visitará el CAC y los sitios de trabajo de acuerdo a la programación del mismo.

CLAUSULA V MODIFICACION DEL ACUERDO

Este Acuerdo podrá ser modificado en cualquier momento, por convenio mutuo y por un intercambio de notas entre las dos partes, referente a los objetivos, estrategias, y planes de trabajo del proyecto. Las modificaciones acordadas entre las partes serán enumeradas comenzando con 001.

CLAUSULA VI TERMINACION DEL ACUERDO

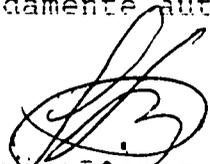
En caso de que cualquiera de las partes, luego de haber agotado los mecanismos de negociación, consideren que persisten diferencias irreconciliables, o que existieran otras razones de fuerza mayor o interés propio que excluyan su participación en el Proyecto y hagan necesaria la terminación del Acuerdo, deberá comunicar a la otra parte por escrito su intención de terminar el presente Acuerdo. En caso de diferencias irreconciliables, su terminación deberá efectuarse dentro de los treinta días a partir de la fecha de la comunicación antedicha.

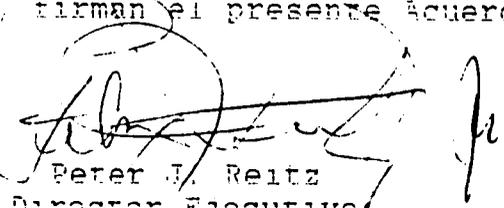
En todo caso la parte que proponga terminar el Acuerdo deberá presentar a la otra parte un plan aceptable para su terminación, dentro del periodo y presupuesto originalmente aprobado. El plan deberá contener, entre otros elementos, un informe financiero detallado sobre el uso de fondos a su cargo.

los saldos disponibles, la proyección de gastos a la fecha de terminación y la disposición final de fondos; un informe detallado sobre los equipos, materiales útiles, inventario, u otros, sujetos a la terminación, y un informe detallado sobre la situación contractual del personal, firmas u otros que pudieran ser afectados por la terminación. Además, deberán señalarse los problemas presentados y los ajustes realizados durante el periodo de ejecución del proyecto, así como cualquier recomendación o sugerencia pertinente para el logro de los objetivos del Proyecto.

En cualquiera de los casos las partes deberán tomar las medidas más expeditas, eficaces y apropiadas para ejecutar las actividades de terminación, prestando particular atención a los asuntos de orden administrativo, financiero, y legal dentro del marco de las regulaciones vigentes para el Proyecto y las partes mismas.

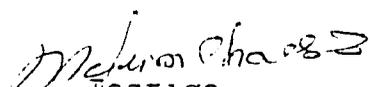
En té de lo cual, los representantes de ambas partes, debidamente autorizados para hacerlo, firman el presente Acuerdo


Luis Enrique Carvajal,
Presidente
Centro Agrícola Cantonal
Jimenez


Peter J. Reitz
Director Ejecutivo
de la Fundación Panamericana
para el Desarrollo

15 DE JUNIO DE 1991
Fecha

15 DE JUNIO DE 1991
Fecha


Testigo

Testigo

**AGREEMENT
between the
PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)
and the
ENVIRONMENTAL AWARENESS GROUP (EAG)
for an
AGROFORESTRY PROJECT**

THIS AGREEMENT, made and entered into by and between the ENVIRONMENTAL AWARENESS GROUP, hereafter referred to as the EAG, a private, non-profit voluntary agency, based in and legally incorporated under the laws of Antigua and Barbuda, represented by John Jorgensen, President, and the PAN AMERICAN DEVELOPMENT FOUNDATION, hereafter referred to as PADF, also a non-profit, voluntary agency based in Washington, D.C. and incorporated under the laws of the District of Columbia, legally represented by Peter Reitz, Executive Director, provides for cooperation on a project for the promotion, adaptation, and assessment of income-based agroforestry carried out by farmers of Antigua and Barbuda and their support organizations.

WHEREAS, the project is part of a three-year PADF program supported by funds from private sources and US Agency for International Development (USAID) to promote Demand-Driven Agroforestry Practices in Costa Rica, Dominican Republic, and the East Caribbean; and

WHEREAS, EAG and PADF share the common goals of expanding sustainable agricultural practices, sound conservation, and farmer incomes, and agree on the desirability of improving private sector organizations' promotion of agroforestry and similar practices by farmers in furtherance of these goals;

THEREFORE, both the parties desire to enter into an agreement on objectives, activities, and responsibilities, for implementation of the project in Antigua and Barbuda, in the following terms:

ARTICLE I - Purpose and Statement of Work

1. Project Purpose

To promote and implement, under the management and coordination of the EAG, with the support and technical assistance of PADF, the agroforestry component corresponding to Antigua and Barbuda. The project aims to increase productivity and income of small farmers by providing training and technical assistance to local farmers in sustainable agroforestry practices and methods, in ways consistent with the environmental needs of the country. Also it seeks to expand agroforestry activities of the EAG, strengthen local farmers' organizations and institutions with similar project purposes and to establish systems to evaluate the impact of the

technologies introduced.

2. Strategy

Both parties recognize the need to employ the following strategic elements to implement the project:

- a) Improve or establish selected nurseries to propagate the most suitable tree species for future benefits of the island.
- b) Identify and select key farm locations on participants' lands to demonstrate agroforestry methods and practices.
- c) Establish a participatory approach which will allow farmers to learn while doing.
- d) Involve selected groups or institutions from the private and public sector, including the Ministry of Agriculture, potentially constituting an Advisory Committee, to support project implementation and expand demonstration benefits.

3. Scope of Work

The general scope of work is outlined in a PADF proposal submitted to, and accepted by USAID. This plan will be subject to revisions by the EAG with PADF concurrence, after a more detailed definition of activities is accomplished with inputs from concerned individuals and supporting agencies.

Early in the Project, the EAG with support of PADF advisors will assess and identify nursery and demonstration sites, farmer interests, and opportunities for collaboration for sustainable agriculture, review and define personnel and material commitments to the project by both parties, including PADF technical, material and project management assistance, and EAG's own inputs including office support, contributions to local transportation and facilitate monitoring and evaluation in support of the project and its institutional development activities.

4. Working Relationships

To insure ample participation in the project, EAG with the help of PADF will seek ways to obtain support from organizations that have already indicated interest in the Project, such as: the Ministry of Agriculture, Peace Corps, TFAP, IICA, CARDI, CANARI, and other relevant organizations or programs operating on the island. Some of these may become part of the Advisory Committee.

ARTICLE II - Responsibilities and Contributions

1. PADF Responsibilities and Contributions

PADF agrees to:

- a) Guide, coordinate with and assist the EAG project in implementation activities.
- b) Support and assist the EAG in preparation of detailed plans.
- c) Provide assistance to the EAG in the organization and implementation of seminars and workshops.
- d) Assist the EAG to establish an on-going system for monitoring and evaluating project progress and performance.
- e) Train EAG counterparts so the organization can continue agroforestry activities beyond the termination of this agreement.
- f) Provide at least 123 person days of forestry and institutional assistance during the period of this agreement and to the extent funds allow.
- g) Grants funds to the EAG to purchase agricultural inputs, materials and equipment to implement nurseries, acquire training supplies and pay a Field Coordinator/Extension Assistant within budget limits.
- h) Provide transport support to field activities by making available by agreement for the use of the PADF Regional Coordinator's vehicle.

EGA Responsibilities and Contributions

The EAG agrees to:

- a) Coordinate and manage overall project implementation activities in partnership with PADF.
- b) Design, organize and implement training seminars and workshops with the support of PADF advisors.
- c) Select an agroforestry Coordinator/Extensionist and contract for his or her employment.
- d) Provide office space and administrative support to its agroforestry coordinator and to PADF advisors as required to assist project activities.
- e) Contribute with local transportation for project implementation activities.

ARTICLE III - Reports

1. Quarterly Progress Reports

The EAG will prepare and provide PADF with quarterly progress reports. These reports will include a narrative and may be accompanied by analytical sections in the form of tables or charts to substantiate or illustrate project progress. Other reports will be submitted as required by donors or as agreed by the parties.

2. Financial Reports

The EAG will prepare and provide to PADF quarterly financial reports on project receipts and expenses, and additional information as may be required by donors. The EAG will provide PADF with audit reports within six months following the closing of its fiscal year.

3. Access and Control of Information

Any information, documents or publications that result from the implementation of the project are ownership of both implementing institutions. All reports or bibliographic quotations should also show attribution to both institutions.

ARTICLE IV - Budget and Financial Plan

1. The parties will agree, in developing annual Work Plans, on a project budget for local procurement, services, and other approved costs to be incurred by the EAG which will be covered by PADF. PADF expects, subject to availability of funds, to provide up to \$38,380 for project implementation.

2. The EAG will establish and administer a separate project bank account for the PADF funding.

3. PADF will advance funds and/or reimburse the EAG at regular intervals for previously approved project expenses up to agreed budget levels.

4. The EAG grants to PADF the rights to review its documents and accounts pertinent to this project.

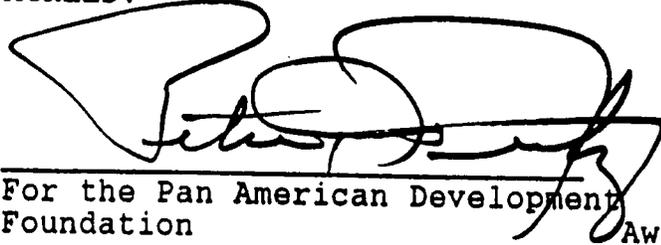
ARTICLE V - Period of Contract, Amendment, or Termination

1. This Agreement is effective from the date of signature to August 18, 1993, and subject to continuing funding from donors. PADF will review with EAG requirements of USAID as needed.

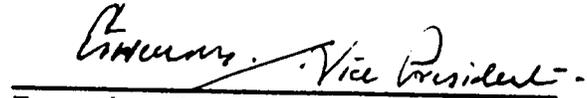
2. It may be amended or terminated immediately by mutual agreement

or terminated 30 days following notification by one party to the other in writing. Agreement shall be reached on disposition of assets and obligation before termination is final.

AGREED:


For the Pan American Development
Foundation

Peter Reitz


For the Environmental
Awareness Group

Date: 6/26/91

Date: 17, 5, 91.

AGREEMENT
between the
PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)
and the
DOMINICA CONSERVATION ASSOCIATION
for an
AGROFORESTRY PROJECT

THIS AGREEMENT, made and entered into by and between the DOMINICA CONSERVATION ASSOCIATION, hereafter referred to as the DCA, a private, non-profit voluntary agency, based in and legally incorporated under the laws of the Commonwealth of Dominica, represented by Cornelia Williams, President, and the PAN AMERICAN DEVELOPMENT FOUNDATION, hereafter referred to as PADF, also a non-profit, voluntary agency based in Washington, D.C. and incorporated under the laws of the District of Columbia, legally represented by Peter Reitz, Executive Director, provides for cooperation on a project for the promotion, adaptation, and assessment of income-based agroforestry carried out by farmers of Dominica and their support organizations.

WHEREAS, the project is part of a three-year PADF program supported by funds from private sources and US Agency for International Development (USAID) to promote Demand-Driven Agroforestry Practices in Costa Rica, Dominican Republic, and the East Caribbean; and

WHEREAS, DCA and PADF share the common goals of expanding sustainable agricultural practices, sound conservation, and farmer incomes, and agree on the desirability of improving private sector organizations' promotion of agroforestry and similar practices by farmers in furtherance of these goals;

THEREFORE, both the parties desire to enter into an agreement on objectives, activities, and responsibilities, for implementation of the project in Dominica, in the following terms:

ARTICLE I - Purpose and Statement of Work

1. Project Purpose

To promote and implement, under the management and coordination of the DCA, with the support and technical assistance of PADF, the agroforestry component corresponding to Dominica. The project aims to increase productivity and income of small farmers by providing training and technical assistance to local farmers in sustainable agroforestry practices and methods, in ways consistent with the environmental needs of the country. Also it seeks to expand agroforestry activities of the DCA, strengthen local farmers organizations and institutions with similar project purposes and to

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establish systems to evaluate the impact of the technologies introduced.

2. Strategy

Both parties recognize the need to employ the following strategic elements to implement the project:

- a) Improve or establish selected nurseries to propagate the most adequate tree species for future benefits of the island.
- b) Identify and select key farm locations on participants' lands to demonstrate agroforestry methods and practices.
- c) Establish a participatory approach which will allow farmers to learn while doing.
- d) Involve selected groups or institutions from the private and public sector, including the Ministry of Agriculture, potentially constituting an Advisory Committee, to support project implementation and expand demonstration benefits.

3. Scope of Work

The general scope of work is outlined in the matching grant proposal by PADF to USAID. This implementation plan will be subject to revisions by the DCA with PADF concurrence, after a more detailed definition of activities is accomplished with inputs from concerned individuals and supporting agencies.

Early in the Project, the DCA with support of PADF advisors will assess and identify nursery and demonstration sites, farmer interests, and opportunities for collaboration for sustainable agriculture, review and define personnel and material commitments to the project by both parties, including PADF technical, material and project management assistance, and DCA's own inputs including office support, trainees, project cooperators, local transport, monitoring and evaluation to support agroforestry and institutional development activities, progress and impact analysis, and evaluation.

4. Working Relationships

To insure ample participation in the project, DCA with the help of PADF will seek ways to obtain support from organizations that have already indicated interest in the Project, such as: the Department of Forestry from the Ministry of Agriculture, Peace Corps, TFAP, CARDI, CANARI, and other relevant organizations or programs operating on the island. Some of these may become part of the Advisory Committee.

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ARTICLE II - Responsibilities and Contributions

1. PADF Responsibilities and Contributions

PADF agrees to:

- a) Guide, coordinate with and assist the DCA project in implementation activities.
- b) Support and assist the DCA in preparation of detailed plans.
- c) Provide assistance to the DCA in the organization and implementation of training seminars and workshops.
- d) Assist the DCA to establish an on-going system for monitoring and evaluating project progress and performance.
- e) Train DCA counterparts so the organization can continue agroforestry activities beyond the termination of this agreement.
- f) Provide up to a total of 123 person days of forestry and institutional assistance during the period of this agreement, to the extent funds allow.
- g) Grants funds to the DCA to purchase agricultural inputs, materials and equipment to implement nurseries, acquire training supplies and pay a Field Coordinator/Extension Assistant within budget limits.

2. Responsibilities and Contributions

The DCA agrees to:

- a) Coordinate and manage overall project implementation activities in partnership with PADF.
- b) Design, organize and implement training seminars and workshops with the support of PADF advisors.
- c) Select an agroforestry Coordinator/Extensionist and contract for his employment.
- d) Provide office space and administrative support to its agroforestry coordinator and to PADF advisors as required to assist project activities.
- e) Provide local transportation for project implementation activities.

ARTICLE III - Reports

1. Quarterly Progress Reports

The DCA will prepare and provide PADF with brief quarterly progress reports. These reports will include a narrative summary of events developed during the quarter and may be accompanied by tables or charts to substantiate or illustrate project progress. Other reports will be submitted as required by donors or as agreed by the parties.

2. Financial Reports

The DCA will prepare and provide to PADF quarterly financial reports on project receipts and expenses, and additional information as may be required by donors. The DCA will provide PADF with its annual standard independent audit reports within six months following the closing of its fiscal year.

3. Access and Control of Information

Any information, documents or publications that result from the implementation of the project are ownership of both implementing institutions. All reports or bibliographic quotations should also show attribution to both institutions.

ARTICLE IV - Budget and Financial Plan

1. The parties will agree, in developing annual Work Plans, on a project budget for local procurement, services, and other approved costs to be incurred by the DCA which will be covered by PADF. PADF expects, subject to availability of funds, to provide up to \$28,460 for project implementation.

2. The DCA will establish and administer a separate project bank account for the PADF funding.

3. PADF will advance funds at regular intervals for previously approved project expenses up to agreed budget levels.

4. The DCA grants to PADF the rights to review its documents and accounts pertinent to this project.

ARTICLE V - Period of Contract, Amendment, or Termination

1. This Agreement is effective from the date of Signature to August

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18, 1993, and subject to continuing funding from donors. PADF will review with DCA requirements of USAID as needed.

2. This agreement may be amended or terminated immediately by mutual agreement or terminated 30 days following notification by one party to the other in writing. Agreement shall be reached on disposition of assets and obligation before termination is final.

AGREED:



For the Pan American Development
Foundation

on behalf of Peter Reitz
Date: May 13, 1991.



For the Dominica Conservation
Association

Date: 13th May 1991

**AGREEMENT
between the
PAN AMERICAN DEVELOPMENT FOUNDATION (PADF),
and the
CARIBBEAN NATURAL RESOURCES INSTITUTE (CANARI)
for an
AGROFORESTRY PROJECT**

THIS AGREEMENT, made and entered into by and between the Caribbean Natural Resources Institute, hereafter referred to as CANARI, a private, non-profit voluntary agency, based in and legally incorporated under the laws of St.Lucia, represented by Yves Renard, Director, and the PAN AMERICAN DEVELOPMENT FOUNDATION, hereafter referred to as PADF, also a non-profit, voluntary agency based in Washington, D.C. and incorporated under the laws of the District of Columbia, legally represented by J. Peter Reitz, Executive Director, provides for cooperation on a project for the promotion, adaptation, and assessment of income-based agroforestry carried out by farmers of St.Lucia and their support organizations.

WHEREAS, the project is part of a three-year PADF program supported by funds from private sources and US Agency for International Development (USAID) to promote Demand-Driven Agroforestry Practices in Costa Rica, Dominican Republic, and the East Caribbean; and

WHEREAS, CANARI and PADF share the common goals of expanding sustainable agricultural practices, sound conservation, and farmer incomes, and agree on the desirability of improving private sector organizations' promotion of agroforestry and similar practices by farmers--men and women--in furtherance of these goals; and

WHEREAS, CANARI has as an objective, experimentation with, and pioneering management and development activities in community agroforestry, through implementation of pilot projects, and encourages and supports efforts of other NGO's to build national agroforestry capabilities.

THEREFORE, both parties desire to enter into an agreement on objectives, activities, and responsibilities, for implementation of the project in St.Lucia, in the following terms:

ARTICLE I - Purpose and Statement of Work

1. Project Purpose

To promote and implement, under the management and coordination of CANARI, with the support and technical assistance of PADF, the agroforestry component corresponding to St.Lucia. The project aims to increase productivity and income of small farmers

by providing training and technical assistance to local farmers in sustainable agroforestry practices and methods, in ways consistent with the environmental needs of the country. Also it seeks to expand pilot agroforestry initiatives of CANARI, strengthen local farmers' organizations and institutions with similar project purposes and to establish systems to evaluate the impact of the technologies introduced.

2. Strategy

Both parties recognize the need to employ the following strategic elements to implement the project:

- a) Improve or establish selected nurseries to propagate the most suitable tree species for future benefits of the island.
- b) Identify and select key farm locations on participants' lands, and/or potential community properties to demonstrate agroforestry methods and practices.
- c) Establish a participatory approach which will allow farmers to learn while doing.
- d) Build non-governmental capabilities to design and implement agroforestry initiatives on a sustainable basis.
- g) Involve selected groups or institutions from the private and public sector, including the Forestry Department of the Ministry of Agriculture, potentially constituting an Advisory Committee, to support project implementation and expand demonstration benefits.

3. Scope of Work

The general scope of work is outlined in a PADF proposal submitted to, and accepted by USAID. This plan will be subject to revisions by CANARI with PADF concurrence, after a more detailed definition of activities is accomplished with inputs from concerned individuals and supporting agencies.

Early in the project, CANARI with support of PADF advisors will assess and identify nursery and demonstration sites, farmer interests, and opportunities for collaboration for sustainable agriculture, review and define personnel and material commitments to the project by both parties, including PADF technical, material and project management services, and CANARI's own inputs including office support, trainees, project cooperators, local transport, monitoring and evaluation to support agroforestry and institutional development activities, progress and impact analysis, and evaluation.

Considering the limited resources available at this stage, both institutions agree to collaborate in seeking additional funds for expanded agroforestry activities.

4. Working Relationships

To ensure ample participation in the project, CANARI with the help of PADF will seek ways to obtain support from organizations, such as: the Ministry of Agriculture, Peace Corps, TFAP, IICA, CARDI, NRDF, The National Trust, National Farmers Association, the National Youth Council and other relevant organizations or programs operating on the island. Some of these may become part of the Advisory Committee.

ARTICLE II - Responsibilities and Contributions

1. PADF Responsibilities and Contributions

PADF agrees to:

- a) Coordinate with and assist CANARI in project implementation activities.
- b) Support and assist CANARI in preparation of detailed plans.
- c) Provide assistance to CANARI in the organization and implementation of training seminars and workshops.
- d) Assist CANARI to establish an on-going system for monitoring and evaluating project progress and performance.
- e) Train CANARI and other NGO counterparts so the relevant organizations can continue agroforestry activities beyond the termination of this agreement on a sustainable basis.
- f) Provide up to a total of 123 person days of forestry and institutional assistance during the period of this agreement, to the extent funds allow.
- g) Grant funds to CANARI to purchase agricultural inputs, materials and equipment to implement nurseries, acquire training supplies and pay a part-time Field Project Officer (extension assistant) within budget limits.
- h) To facilitate linkages to other PADF projects in the region and provide information pertinent to the project.

2. CANARI Responsibilities and Contributions

CANARI agrees to:

- a) Coordinate and manage overall project implementation activities in partnership with PADF.
- b) Design, organize and implement training seminars and workshops with the support of PADF advisors.
- c) Select a part time Field Project Officer and contract for his/her employment.
- d) Provide office space and administrative support to the regional agroforestry Project Officer and other PADF advisors as required to assist project activities.
- e) Provide local transportation for project implementation activities.
- f) Provide project liaison with government and relevant NGOs, including the Forestry Division and the NRDF to ensure their contribution, and identify a suitable local organization(s) for long term promotion and support of agroforestry practices in St. Lucia.

ARTICLE III - Reports

1. Quarterly Progress Reports

CANARI will prepare and provide PADF with quarterly progress reports. These reports will include a narrative and may be accompanied by analytical sections in the form of tables or charts to substantiate or illustrate project progress.

2. Financial Reports

CANARI will prepare and provide to PADF quarterly financial reports on project receipts and expenses, and additional information as may be required by donors. CANARI will provide PADF with annual independent audit reports within six months following the closing of each fiscal year.

3. Access and Control of Information

Any information, documents or publications that result from the implementation of the project are the ownership of both implementing institutions. All reports or bibliographic quotations should also show attribution to all institutions identified in this agreement.

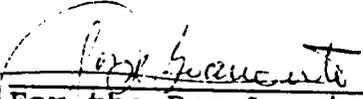
ARTICLE IV - Budget and Financial Plan

1. The parties will agree, in developing annual Work Plans, on a project budget for local procurement, services, and other approved costs to be incurred by CANARI which will be covered by PADF. PADF expects, subject to availability of funds, to provide up to \$27,860 over the duration of the project implementation.
2. CANARI will establish and administer a separate project account for detail control of income and expenses of the project.
3. PADF will advance funds and/or reimburse CANARI at regular intervals for previously approved project expenses up to agreed budget levels.
4. CANARI grants to PADF the rights to review documents and accounts pertinent to this project.

ARTICLE V - Period of Contract, Amendment, or Termination

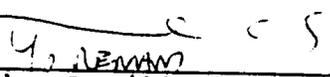
1. This Agreement is effective from April 1, 1991 to August 18, 1993, and subject to continuing funding from donors. PADF will review with CANARI requirements of USAID as needed.
2. It may be amended or terminated immediately by mutual agreement or terminated 30 days following notification by one party to the other in writing. Agreement shall be reached on disposition of assets and obligation before termination is final.

AGREED:



For the Pan American Development Foundation
Jorge Baanante, Project Officer
On behalf of: Peter Reitz, Executive Director

Date: _____



For the Caribbean Natural Resources Institute
Yves Renard, Director

Date: 7 May 1991