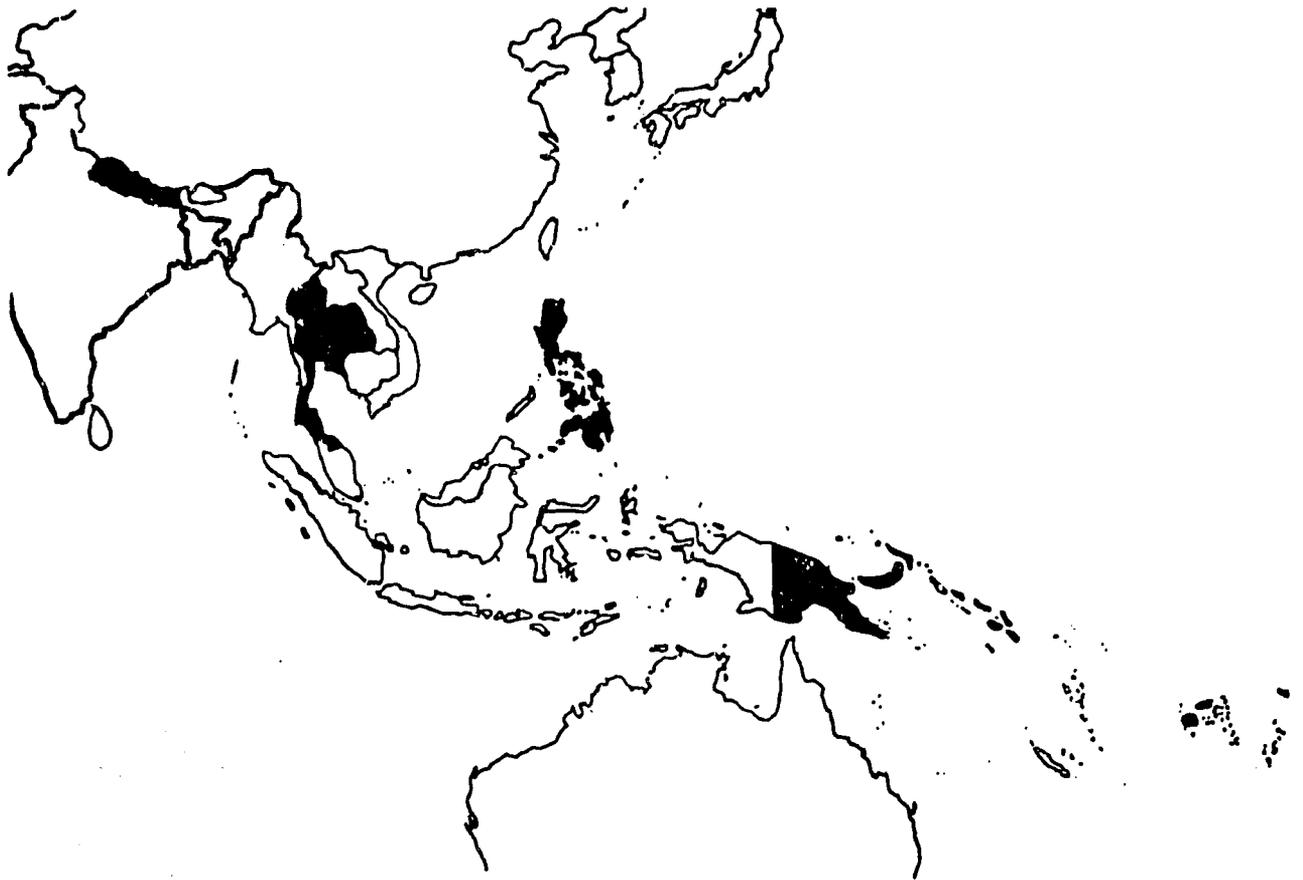


**Proceedings  
of  
Pacific Forestry Workshop**



**Office of Program Development  
PEACE CORPS**

**April 1982**

## EXECUTIVE SUMMARY

In December, 1981, the Forestry Sector in the Office of Program Development of Peace Corps conducted a staff forestry programming workshop in the Philippines. Eight countries were represented: the Philippines, Nepal, Thailand, Western Samoa, Papua New Guinea, Solomon Islands, Tonga and Fiji. Participants included; Peace Corps and USAID in-country staff, host country government officials, a representative of a private volunteer organization (International Human Assistance Programs) working in the Philippines, and Peace Corps Washington staff. The goals of the workshop were to a) strengthen collaboration between the participating organizations in forestry/natural resource projects, b) improve the capacity of the participants to plan and implement forestry/natural resource projects, and c) begin designing a potential forestry/natural resource project plan for each country represented.

Workshop activities included discussions of the critical factors, both social and technical, that must be addressed in forestry/natural resource projects as well as the roles of PC, AID, private volunteer organizations, and host country governments could play in these projects. To foster greater collaboration among the aforementioned parties, presentations concerning their respective programming systems were presented. As a complement to these programming issues, a field trip and evening sessions were held to examine the technical aspects of establishing social forestry projects. All of these activities culminated in a

preliminary draft of a potential forestry/natural resource project plan for respective countries. Peace Corps and host country representatives as well as AID officials prepared the draft plan.

There were several substantive outcomes from this workshop. All participants benefitted from the opportunity to share past experiences, present involvement and future plans with one another. In addition, new methods of training PC volunteers were discussed as well as the utilization of staff resources and the selection of appropriate project locations. Specific project plans were drafted for each country in the Far East/Pacific region. It is anticipated that these plans will be the foundation for several new forestry/natural resource projects involving the resources of PC, AID, host country governments and possibly private volunteer organizations (PVOs).

Additional support for these efforts is available from the Office of Program Development in Peace Corps.

## ACKNOWLEDGEMENTS

The Forestry Conservation Sector in the Office of Program Development of Peace Corps would like to express its gratitude to everyone who assisted the Far/East Pacific Forestry Programming Workshop. The following people deserve a special note of thanks for their participation and support: Arnold Caoili, Deputy Minister, Ministry of Natural Resources, Philippines; Mary Kilgour, Deputy Director, USAID/Philippines; and Jim Mayer, Director, US Peace Corps/Philippines.

Any workshop requires a great deal of planning. Several members of PC/Philippines staff were invaluable and always willing: Phil Gielczyk, Sid Weber, Steve Vineski and PCV Elmo Drilling. Pat Dugan, USAID/Philippines, also contributed to the workshop's success.

We would also like to acknowledge the cooperation and support of Dr. Enrique Pacardo of the Program for Environmental Science and Management (PESAM) at the University of the Philippines, Los Banos.

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## INTRODUCTION

The Far East/Pacific Forestry Programming workshop is one of a series of actions undertaken by the Forestry/Conservation Sector in the Office of Program Development within Peace Corps. The support for these actions is a Participating Agency Service Agreement, (PASA), with AID's Bureau of Science and Technology, Office of Forestry. This Forest Resources Management PASA also supports activities undertaken by the U.S. Forest Service. The overall thrust of the PASA is to strengthen U.S. assistance to developing countries in addressing environmental problems.

This focus reflects the increasing concern among developed and developing nations alike that environmental degradation must be addressed worldwide if long term development strategies are to succeed. Recognizing the different yet complementary roles of certain U.S. agencies involved in international development, an interagency approach toward natural resource management projects is now being used to support development efforts overseas. Through the efforts of USAID, Peace Corps and the US Forest Service, U.S. support of environmental projects in the developing world has increased at all levels, from establishing community woodlots to strengthening host country institutions engaged in natural resource activities.

The proceedings of the workshop discussed in this report illustrate just one of the many steps being taken to alleviate the

rapid depletion of the earth's natural resources.

To facilitate the reader's understanding of the process involved in a workshop of this nature, this report will attempt to accomplish three goals: document the activities and outputs of the workshop, explain the outcomes, and provide summaries of the input from participants.

## I. OVERVIEW OF WORKSHOP

From November 30 through December 6, 1981, the Forestry/Conservation Sector in the Office of Program Development (OPD) of Peace Corps conducted a forestry programming workshop in the Philippines. Eight countries from the Far East and the Pacific Region were represented. Discussions and a field trip focused on improving the design and implementation of forestry and natural resource projects that would involve collaboration among the host country governments, Peace Corps, USAID and possibly a private volunteer organization.

The Far East/Pacific staff forestry programming workshop had three broad goals:

- o to strengthen collaboration among PC, AID, host country ministries and private volunteer organizations in forestry/natural resource projects.
- o to improve the capacity of PC, AID, and host country ministries to plan, implement, and evaluate forestry/natural resource projects.
- o to begin designing a potential forestry/natural resource project plan for each country represented.

The countries represented were the Philippines, Nepal, Thailand, Western Samoa, Papua New Guinea, Solomon Islands, Tonga and Fiji.

Two Peace Corps staff members, an AID staff member (where appropriate)<sup>1</sup>,

<sup>1</sup>/ One Aid office in Suva, Fiji coordinates USAIDs activities in several South Pacific countries.

and a host country ministry official that worked with Peace Corps or AID in planning forestry projects were invited from each country. A specific list of participants and the institutions they represented is in Appendix A.

The workshop staff consisted of four individuals based in Washington, D.C. Jay Tuttle, Ed Salt and Martha Kichorowsky represented the Peace Corps Washington staff. Jay Tuttle and Ed Salt are from the Office of Program Development (OPD) and Martha Kichorowsky represents the North Africa, Near East, Asia and Pacific Region (NANEAP). The fourth workshop staff member was Pirie Gall, a program design and management specialist from the private sector, sponsored by the U.S. Forest Service.

To achieve the three workshop goals in a meaningful context for participants from diverse geographical and professional backgrounds, activities were designed to promote participants' interchange of perspectives, experiences, and technical knowledge. Therefore, the initial workshop activities were conducted in small groups consisting of participants from different countries and institutions. The small mixed groups were asked to discuss specific topics and then report their findings to all the participants.

In general, the workshop format progressed from small mixed group discussions on broad topics to country teams drafting a preliminary project proposal for their own country. These preliminary project plans were critiqued by participants and by the staff. The workshop staff implemented the format, facilitated

small group interactions and monitored the overall development of discussions and outputs. The staff also provided content information on technical points, project designs and Peace Corps procedures as needed.

A lecture format was used sparingly for technical sessions, country reports, and presentations of the programming systems utilized by Peace Corps, AID, PVOs and host country ministries.

As a major workshop activity, each country team was asked to produce a preliminary plan for a potential forestry natural resource project in their country. In designing the project plan, workshop participants were asked to consider how the resources of Peace Corps, AID and the host country government and PVOs could be best utilized in a collaborative effort, addressing an environmental problem.

Technical and country program presentations and a field trip enabled participants to learn from one another's experience and gain a better understanding of some of the specific issues that must be addressed when designing and implementing forestry projects.

The following discussion provides an overview of the workshop design, the activities, and the outcomes of each section of this workshop.

## II. WORKSHOP ACTIVITIES

Workshop sessions integrated the programming and technical issues involved in designing forestry projects. Drawing on the programming, technical, and administrative knowledge of the participants, the sessions were designed to establish a common framework for project analysis and to enable country teams adequate time and resources to develop a draft project plan. Table 1 provides a summary of workshop sessions. The outputs from most of these sessions are presented in subsequent sections of the report. Appendix B provides a more detailed overview of the workshop activities and format.

TABLE 1  
WORKSHOP SESSIONS

<u>1<sup>st</sup> Day</u>	<u>2<sup>nd</sup> Day</u>	<u>3<sup>rd</sup> Day</u>	<u>4<sup>th</sup> Day</u>	<u>5<sup>th</sup> Day</u>	<u>6<sup>th</sup> Day</u>
Opening remarks <sup>1</sup>	<ul style="list-style-type: none"> <li>• Establish common goals of workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of programming systems used by PC, AID, PVO and HDM</li> </ul>	<ul style="list-style-type: none"> <li>• Field trip to Forestry Research Station and Forestry College</li> </ul>	<ul style="list-style-type: none"> <li>• Review of Issues in agro-forestry</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of PCV roles, qualifications and training needs in social forestry projects</li> </ul>
	<ul style="list-style-type: none"> <li>• Summary of forestry<sup>2</sup> activities in each country</li> </ul>	<ul style="list-style-type: none"> <li>• Critique of forestry<sup>3</sup> project plan</li> </ul>		<ul style="list-style-type: none"> <li>• Preparation of draft forestry project plan</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of<sup>5</sup> country team draft forestry project plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Discussion of critical factors in designing/implementing forestry projects and increased collaboration of all parties in these projects</li> </ul>	<ul style="list-style-type: none"> <li>• Initial discussion in country teams of potential forestry and natural resources project plan</li> </ul>		<ul style="list-style-type: none"> <li>• Critique of<sup>4</sup> draft project plan</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop evaluation and closing</li> </ul>
	<ul style="list-style-type: none"> <li>• Technical Session on land tenure</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Session on Agro-forestry</li> </ul>	<ul style="list-style-type: none"> <li>• Technical session on agro-forestry project in the Philippines</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Session forestry projects in Fiji and Papua New Guinea</li> </ul>	

- 1 More information is in Appendix D
- 2 More information is in Appendix E
- 3 More information is in Appendix C
- 4 More information is in Appendix F
- 5 More information is in Appendix G

## SECTION A      Forestry Programming Issues

In small, mixed country groups the participants examined the critical factors affecting the design and implementation of forestry projects in their respective countries. Although all aspects of the problem were discussed (technical, political, socio-cultural and managerial) participants agreed that the social or institutional problems contributed the greatest obstacles toward progress and were considerably more important than the technical issues. As a result, most of the methods suggested for overcoming these factors stress education or training, increased management skills, and community responsibility for maintaining the productivity of natural resources.

As stated above, the social and institutional factors were stressed as critical obstacles toward progress in forestry projects. Technical questions were, however, discussed as well as political considerations. A summary of these critical factors is listed below.

The technical aspects centered around four critical issues:

- o Limited technical information on soils, trees, intercropping.
- o Time lags between research and immediate needs.
- o Lack of adequate access (roads) to forests.
- o Changes in land use patterns (e.g., forest to agricultural grazing land).

Political and legal considerations were numerous and complicated by national and local ideological conflicts. The

participants agreed, however, on the importance of the following political and legal issues.

- o Conflict of interest at all levels (national government, large and small landowners, and local authorities.
- o Lack of legal frameworks (laws, regulations and guidelines) for natural resource use and conservation.
- o Highly political land tenure/ownership issues.
- o Inaccessibility to forests/need for government support in locating land.

The social and cultural factors cited as most critical by participants are included in the list below.

- o Lack of awareness (on the part of foresters, planners, etc.) of the variety of social, economic and ethnic groups involved in resource management.
- o Lack of education/awareness of conservation practices on the part of villagers.
- o Existence of taboos and customs counterproductive to progress in natural resource development.
- o Conflicting social values related to changing land use practices.
- o Delayed reward aspects of forestry/need for short-term payoffs and incentives.
- o Need for communicative links with villagers as regards prospective forestry sites.

The institutional and managerial aspects were discussed last and participants listed seven basic areas of agreement.

- o Conflicting aims among ministries, agencies (e.g., forestry vs agriculture for land).
- o Negative policing image of forestry workers.
- o Lack of appropriately trained personnel, especially for forestry extension work.
- o Siphoning off of qualified researchers and foresters by private business.
- o Misdirection of aid (often toward commercial forestry operations and replanting of logged land).
- o Inappropriate sophistication of forestry technical assistance for village directed projects.
- o Need for finances, seeds and appropriate technology.

In addition to identifying critical issues, proposals for overcoming these obstacles were also discussed. The following represents a list of suggestions in the four areas: Technical, Political/Legal, Social/Cultural, and Institutional/Managerial.

#### Technical

- o Implement pilot projects (closely monitored but not irrepliable showcases).
- o Testing of soils, trees, different mixes (agricultural activity with forestry).
- o Strengthen, expand forestry extension capacity.

#### Political/Legal

- o Develop agricultural - forestry working groups at national and local levels.

- o Encourage community organizations with exercises or activities to help villagers identify and define local conservation problems and needs.
- o District competitions related to conservation activities.
- o Develop competition related to conservation activities.
- o Develop competition through National Resource Ministry - give awards.
- o Provide official/formal recognition of outstanding local/governmental cooperation in conservation work.
- o Promote long term lease agreements (at least 25 years with a renewal option).
- o Insure adequate reimbursements for expired leases.
- o Set up local community counsels for land tenure disputes.
- o Establish National Resource Council to form a country policy.
- o Campaign for public support of natural resource conservation issues.

#### Social/Cultural

- o Involve churches and other organizations in resource awareness.
- o Hold a national tree planting day.
- o Develop curriculum on conservation issues at all levels from kindergarten to adult education.
- o Strengthen 4H activities related to conservation.

**SECTION B      Institutional Collaboration**

Small mixed groups of participants examined the specific roles Peace Corps, AID, a PVO and host country governments could play in a collaborative forestry project. Specifically, the majority of these small groups focused on how these organizations could work together in a forest extension project. The range of potential roles/responsibilities of each party are presented below.

	<u>ACTIVITIES</u>	<u>IMPLEMENTING</u>		<u>ORGANIZATION</u>	
		<u>PVO</u>	<u>AID</u>	<u>PC</u>	<u>HCA</u>
o	Information campaign raising awareness of problem among villagers	x	x	x	x
o	Conduct community meetings to assess/disseminate information	x		x	x
o	Conduct inter-agency seminars to train extension workers in how collaborative projects will work		x		x
o	Develop and distribute literature in local dialect on soil and natural resource conservation	x	x	x	x
o	Develop and present slide show on conservation issues/methods		x	x	x
o	Incorporate conservation information into school curriculum			x	x

## SECTION C      Programming Systems

A first step in promoting increased collaboration among different agencies is to explore the ways they are different and similar and then find common ground for collaborative programming. Presentations of the programming systems used by Peace Corps, AID, a PVO and host country government officials were designed to accomplish this. The main points of each discussion are presented below.

Jerry Davey, Director of International Human Assistance Program (IHAP), in the Philippines, presented that Agency's programming system. This system is just one example of the different types of programming processes used by PVOs.

IHAP's development efforts focus on community economic development in both rural and urban areas. Projects are initiated through proposals generated at the community level. After receiving approval by the IHAP country office, a source of funding is located. IHAP funds proposals internally or through external sources such as AID or private corporations. At times, a combination of internal and external sources will provide funding. Proposals that are funded internally may receive financial assistance as quickly as 3 months after submission. External funding sources generally take longer to approve proposals.

Project implementation varies depending on the proposal. IHAP/Philippines has worked with proposals submitted by PCVs and has utilized volunteer services to conduct the project. In other projects local officials or technicians administer and implement

the activities. Generally the focus is on small scale projects that utilize local materials and expertise.

Tom Mahoney, USAID/Philippines, presented the USAID programming system. This system can be described in two phases which often interact. The first phase occurs primarily in a developing country. The actions focus on a particular problem and through a series of pre-defined steps address how the problem can be overcome. The second phase of the programming process involves inputs from AID/Washington, other US government agencies and the U.S. Congress. Again the first and second phases often occur simultaneously.

The phase of the programming system which focuses on a particular problem follows an analytical framework that consists of four major categories: goals, purpose, outputs and inputs. A project goal is a long range, broad improvement in a nation's infrastructure or capacity to undertake an activity. A project purpose is the specific objective that will be attained as a result of AID's efforts. Project outputs are those benefits or activities that are produced in achieving the purpose. Project inputs are the funds, materials and resources that must be introduced in order to achieve the necessary outputs and ultimately the project purpose and goal. Combined, these different levels of program planning provide a logical framework for developing a strategy to combat a problem. Table 2 illustrates the logical framework for an agro-forestry project in the Philippines.

	<u>ACTIVITIES</u>	<u>IMPLEMENTING ORGANIZATION</u>			
		<u>PVO</u>	<u>AID</u>	<u>PC</u>	<u>HCA</u>
o	Develop demonstration nurseries in villages and at schools	x	x	x	x
o	Provide incentives to extension workers and to farmers who adopt suggested practices	x	x		x
o	Provide training to extension workers by farmers in area illustrating local techniques		x		x
o	Provide training to extension workers in communication skills, intercropping schemes and agricultural economics	x	x	x	x
o	Increase the number of extension workers		x		x
o	Evaluate activities utilized	x	x	x	x

The suggested process for this collaborative effort was that all parties involved analyze the problem and submit proposals stating the type of assistance each organization could offer. Either the appropriate host country ministry or an inter-agency group consisting of donor and domestic organizations would review the proposals and delegate implementation responsibility. This could occur either on a national, regional or local level.

**TABLE 2**  
**PROJECT DESIGN SUMMARY**  
**LOGICAL FRAMEWORK**

Life of Project:  
From FY 83 to FY 86  
Total U.S. Funding \$4.3M  
Date Prepared: November 6, 1981

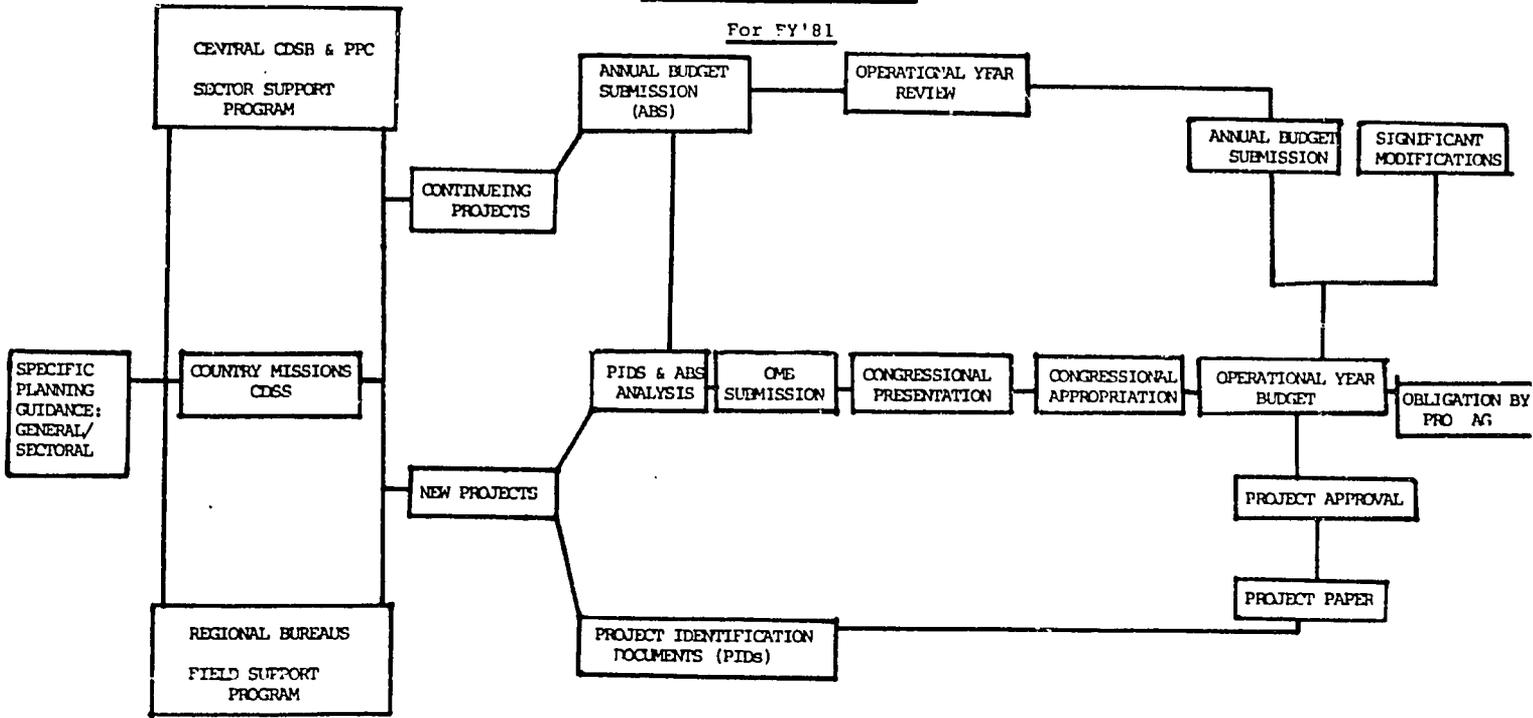
Project Title & Number: Agro-Forestry

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																																				
<p><b>Program or Sector Goal:</b> The broader objective to which this project contributes: (A-1)</p> <p><b>Goal:</b> To develop a set of replicable, community based strategies of how people in the uplands can make use of the available resources base in a more productive and sustainable fashion for the improvement of their livelihoods and overall development.</p> <p><b>Sub-goals:</b> - Rehabilitate upland watershed achieving long-term ecological stabilization. - Improve socio-economic conditions of rural households in upland areas.</p>	<p><b>Measures of Goal Achievement:</b> (A-2)</p> <ol style="list-style-type: none"> <li>Increased per capita income and/or consumption expenditures of project beneficiaries.</li> <li>Perceived quality of life index of project beneficiaries improved.</li> <li>Number of hectares of reforested and/or restored lands increased.</li> <li>Increased dry season stream flow.</li> </ol>	<p>(A-3)</p> <ol style="list-style-type: none"> <li>Pre and post project socio-economic surveys.</li> <li>SPS and project reports/surveys.</li> <li>WIA water flow gauge reading reports.</li> </ol>	<p><b>Assumptions for achieving goal targets:</b> (A-4)</p> <ol style="list-style-type: none"> <li>Major weather patterns continue as in past and no major weather climatic occurring in project areas.</li> <li>Stable economic and political conditions.</li> <li>Socio cultural systems of target areas can absorb proposed changes in organization and economic activities without undue stress.</li> <li>Upland farmers desire upward social and economic mobility.</li> </ol>																																																																				
<p><b>Project Purpose:</b> (B-1)</p> <ol style="list-style-type: none"> <li>Local community and municipal institutions effectively managing and implementing program activities.</li> <li>Upland farmers utilizing more economically productive and environmentally sound land use practices.</li> <li>Increased agricultural productivity and production, productive employment opportunities, and household income both in the short and long run.</li> <li>Is determine land tenure issues with view and ways to deal with them as they arise.</li> </ol>	<p><b>Conditions that will indicate purpose has been achieved: End-of-Project status:</b> (B-2)</p> <ol style="list-style-type: none"> <li>There is evidence that local community and municipal organizations are actively involved in managing and implementing program activities.</li> <li>50 percent of project farmers utilizing improved land use practices.</li> <li>Increased number of workdays spent by household on farm activities. Increased variety and quantity of upland production being marketed in local markets.</li> <li>Increased % of hours spent in productive activities.</li> <li>Increased per capita income and/or consumption expenditures.</li> <li>Evidence that local community and municipal groups are actively involved in settling land tenure disputes.</li> </ol>	<p>(B-3)</p> <ol style="list-style-type: none"> <li>Project reports, project mid-term &amp; final evaluations.</li> <li>- do -</li> <li>Pre and post socio-economic survey</li> <li>- do -</li> <li>- do -</li> <li>Project reports and evaluations.</li> </ol>	<p><b>Assumptions for achieving purpose:</b> (B-4)</p> <ol style="list-style-type: none"> <li>Timely availability of project funds.</li> <li>Upland farmers will support appropriate land management practices and will be willing to change their land use patterns accordingly.</li> <li>Land tenure problem will not seriously hamper project implementation.</li> <li>Sufficient market demand will exist for upland ag/forestry crops.</li> </ol>																																																																				
<p><b>Project Outputs:</b> (C-1)</p> <ol style="list-style-type: none"> <li>Institutional Development             <ol style="list-style-type: none"> <li>Community based implementation managers/track forces trained and fielded</li> <li>Farmer training seminars accomplished</li> <li>Government beneficiary linkages strengthened</li> </ol> </li> <li>Physical Development             <ol style="list-style-type: none"> <li>Nurseries established and operated</li> <li>Field management/forestry meeting centers constructed</li> <li>Land use improvements on beneficiaries lands</li> <li>Traded access trails constructed</li> </ol> </li> <li>Agro-forestation activities expanded at one existing USAID project site (Sub1) and started at four others.</li> <li>Stream run-off sites and stream-gauging stations established.</li> <li>Long term, locally based funding sources activities initiated.</li> <li>Consultants services supplied.</li> </ol>	<p><b>Magnitude of Outputs:</b> (C-2)</p> <ol style="list-style-type: none"> <li>50 state level implementors trained</li> <li>6,000 farmers trained in upland technology and their inputs needed to refine implementation approaches</li> <li>60 monthly meetings conducted among implementors and concerned line agencies</li> <li>27 nurseries producing 15,000,000 seedlings</li> <li>25 field management/forestry meeting centers constructed</li> <li>Estimated 6500 ha. of uplands made stable &amp; productive</li> <li>Implementation of five (5) sites, each containing 3 sub-sites within target area.</li> <li>250 erosion run-off plots</li> <li>25 stream gauging stations</li> <li>5 income earning activities started to provide long term funding</li> <li>40 man months of local consultancy services</li> <li>20 man months of foreign consultancy services</li> </ol>	<p>(C-3)</p> <ol style="list-style-type: none"> <li>Physical verification inspection reports</li> <li>Training and project management reports</li> <li>Records of participating agencies</li> </ol>	<p><b>Assumptions for achieving outputs:</b> (C-4)</p> <ol style="list-style-type: none"> <li>UDP budgetary releases are made on schedule</li> <li>USAID loan releases made on schedule</li> <li>Committees have capable members that can be trained to implement project activities</li> <li>Participating government agencies capable of training community based managers/implementors</li> <li>Farmer committees can be developed to train beneficiaries and concurrently solicit their inputs to refine implementation approaches.</li> <li>Capable institutions or individuals can be hired to provide required consultancy services.</li> <li>Income earning opportunities exist in all communities. These can be harnessed to provide long term financial support.</li> </ol>																																																																				
<p><b>Project Inputs:</b> (D-1)</p> <table border="1"> <thead> <tr> <th></th> <th>USAID</th> <th>GOV</th> <th></th> </tr> </thead> <tbody> <tr> <td>Technical Assistance</td> <td>241</td> <td>-</td> <td>-</td> </tr> <tr> <td>Participatory Training</td> <td>-</td> <td>-</td> <td>127</td> </tr> <tr> <td>Staff Salaries</td> <td>-</td> <td>-</td> <td>675</td> </tr> <tr> <td>Agro-Forestation/Watershed Dev.</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Land Dev./Tree Planting</td> <td>1,500</td> <td>-</td> <td>-</td> </tr> <tr> <td>Project Buildings</td> <td>-</td> <td>-</td> <td>78</td> </tr> <tr> <td>Research</td> <td>183</td> <td>-</td> <td>-</td> </tr> <tr> <td>Program Extension Dev.</td> <td>-</td> <td>1,000</td> <td>-</td> </tr> <tr> <td>All other</td> <td>-</td> <td>62</td> <td>-</td> </tr> <tr> <td>Sub-total</td> <td>2,024</td> <td>1,062</td> <td>875</td> </tr> <tr> <td>13% Contingency (3 yrs.)</td> <td>79</td> <td>384</td> <td>174</td> </tr> <tr> <td>10% Inflation</td> <td>22</td> <td>104</td> <td>81</td> </tr> <tr> <td>Sub-total</td> <td>2,125</td> <td>1,550</td> <td>1,130</td> </tr> <tr> <td>Total USAID</td> <td>2,125</td> <td>-</td> <td>-</td> </tr> <tr> <td>GOV</td> <td>-</td> <td>1,550</td> <td>-</td> </tr> <tr> <td>Grand Total</td> <td>2,125</td> <td>1,550</td> <td>1,130</td> </tr> </tbody> </table>		USAID	GOV		Technical Assistance	241	-	-	Participatory Training	-	-	127	Staff Salaries	-	-	675	Agro-Forestation/Watershed Dev.	-	-	-	Land Dev./Tree Planting	1,500	-	-	Project Buildings	-	-	78	Research	183	-	-	Program Extension Dev.	-	1,000	-	All other	-	62	-	Sub-total	2,024	1,062	875	13% Contingency (3 yrs.)	79	384	174	10% Inflation	22	104	81	Sub-total	2,125	1,550	1,130	Total USAID	2,125	-	-	GOV	-	1,550	-	Grand Total	2,125	1,550	1,130	<p><b>Implementation Target (Type and Quantity):</b> (D-2)</p>	<p>(D-3)</p>	<p><b>Assumptions for providing inputs:</b> (D-4)</p>
	USAID	GOV																																																																					
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Research	183	-	-																																																																				
Program Extension Dev.	-	1,000	-																																																																				
All other	-	62	-																																																																				
Sub-total	2,024	1,062	875																																																																				
13% Contingency (3 yrs.)	79	384	174																																																																				
10% Inflation	22	104	81																																																																				
Sub-total	2,125	1,550	1,130																																																																				
Total USAID	2,125	-	-																																																																				
GOV	-	1,550	-																																																																				
Grand Total	2,125	1,550	1,130																																																																				

The second level of the AID programming system is illustrated in Table 3. It indicates AID/Washington and other offices of the US government in completing the programming process. The time-frame at the bottom of the diagram is based on an average project submission. Variations will occur depending on the size and type of project and other factors.

TABLE 3

AID PROGRAMMING PROCESS



Must be finalized in AID/Washington, by September 14, 1979	09/15/79	Approximately 01/20/80 - 09/15/80	10/01/80 or Continuing resolution	Starts upon passage of appropriation	09/30/81
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ABS - Annual Budget Submission  
 CDSS - Country Development Strategy  
 OMB - Office of Management & Budget  
 Pro Ag - Project Agreement  
 PPC - Program Policy Coordination

Pirie Gall, Programming Specialist, presented the Peace Corps programming system. He addressed three main points: Peace Corps philosophy and project criteria, project analysis, and the time frame for having a Peace Corps volunteer at the site.

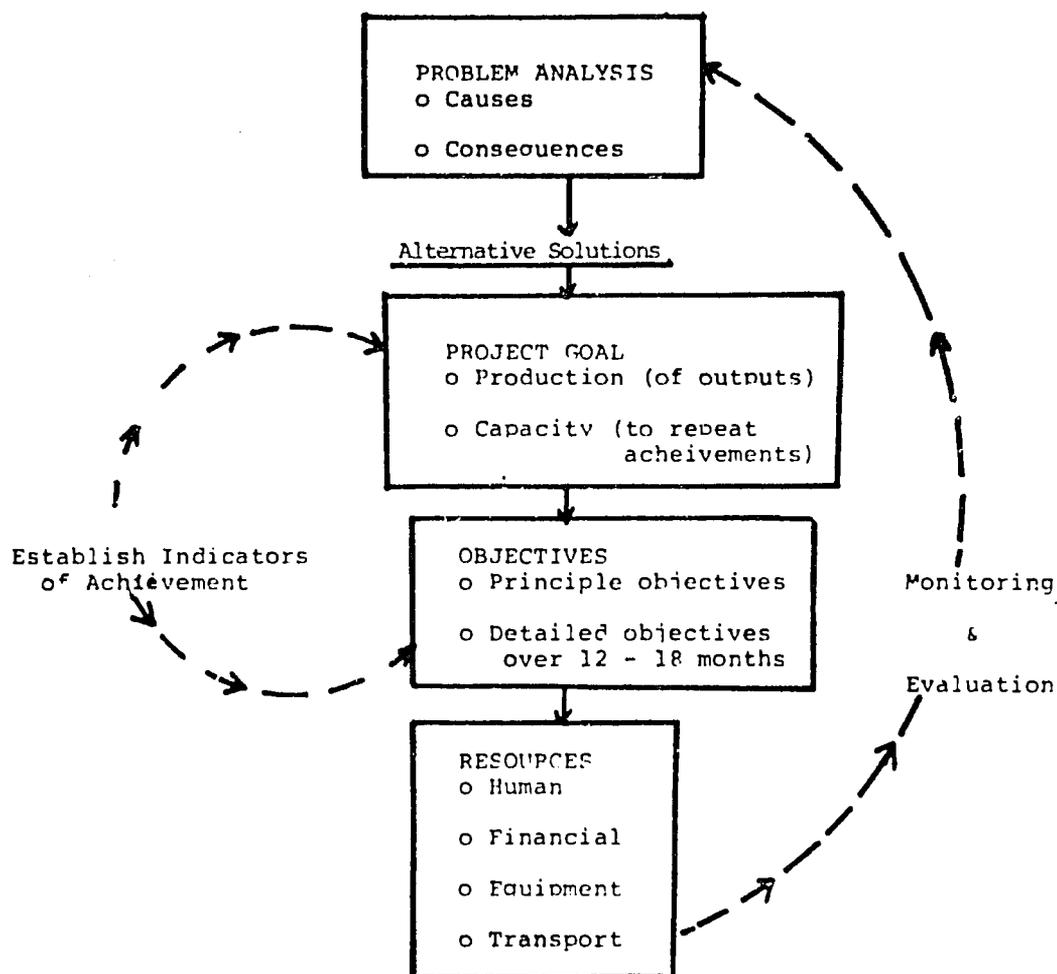
Briefly stated, the Peace Corps philosophy is to provide technical assistance to developing nations and to provide both Americans and citizens of developing nations the opportunity to better understand one another's culture and history.

Complementary to this philosophy, PC uses the following approach when designing development projects with host agencies:

- o Project focuses on solving a development problem;
- o Project design is a mutual process - a team effort between Peace Corps and the host country government;
- o The project responds to needs and goals at different levels of society;
- o The project emphasizes long-term gains;
- o The project specifies parameters for evaluation and can accomodate adjustments as conditions change;
- o The PCV is seen as one element complementary to other resources;
- o PCVs are appropriate to the project, to the specific tasks required of the volunteer, and to the project site;
- o PCVs are neither over nor underqualified;
- o PCVs are supervised by host country staff;
- o PCVs are supported by Peace Corps staff;
- o The host country contributes a reasonable degree of support for volunteers in-country.

Project analysis in the Peace Corps programming process generally follows four steps: conducting problem analysis, setting project goals, defining objectives and estimating resources. The interactions of the four steps are illustrated in Table 4.

**TABLE 4**  
**Peace Corps Project Analysis**



In a comparison of the terminology used in Peace Corps and that used in AID's programming system, Mr. Gall noted the similarities between the two. These are listed below:

<u>USAID</u>	<u>PEACE CORPS</u>
I. Goals Strengthen National or Regional Capability	I. Goals: Production Capacity
II. Purpose End of Project Status	II. Objectives
III. Outputs Money People Hardware	III. Resources Human Financial Materials

Mr. Gall's third point was the time-frame required to obtain a PCV for a project. Again, a visual representation most clearly illustrates this point. It should be noted that this schedule will vary to some degree, depending on the project and the type of volunteer requested.

MONTHS

1 <sup>st</sup>	Project identification
2 <sup>nd</sup> - 4 <sup>th</sup>	Preparation and review of project plan (will vary with each project and country)
5 <sup>th</sup> - 11 <sup>th</sup>	Recruitment, site analysis, training plans, information for trainers
12 <sup>th</sup> - 15 <sup>th</sup>	Training
16 <sup>th</sup>	Volunteers at site.

In addition to presentations about the programming systems of Peace Corps, USAID, and a PVO, government officials from Nepal, the Philippines, Fiji, and the Solomon Islands discussed the planning process used in their countries. The majority stated that their government followed a similar process to that of Peace Corps and AID: Identifying problems, establishing objectives or goals and calculating the necessary resources in order to achieve the objectives. In some cases, this process occurs in a series of steps which can take place in different ministries and the time frame can exceed three years before the project is implemented. Also, some country representatives indicated that projects can be initiated at any one of three government levels; national, regional or provincial. The planning processes used can differ according to where a proposal originates.

In summary, the presentations indicated the differences that exist between the organizations but more importantly illustrated the common procedures and perceptions shared by all parties.

## SECTION D      Project Critique

Initial workshop sessions focused on the critical factors in forestry programming, increased collaboration among agencies, and the actual programming systems used by organizations represented at the workshop. To synthesize the outputs of these sessions, the workshop participants were asked to critique a hypothetical forestry project plan, judging whether or not it realistically addressed such issues as collaboration, time frame for activities, and measures of achievement. The following statements express some of the strong and weak points the workshop participants identified in the project. The specific project plan and critique points are listed in Appendix C.

The participants agreed on several strong aspects of the project plan:

- o Appropriate linkages with PVO field activities;
- o Recognition of the need for re-training of host country field personnel, i.e., forest rangers, to assist long-term project development;
- o Recognition of the need for setting and monitoring evaluation standards from the initial steps to the project's termination;
- o Use of regional councils to assist the monitoring and evaluation of the project.

The critical analysis revealed several areas of weakness in the project plan:

- o The problem analysis needed to be more specific, to get

beyond generalities;

- o The project needed more clearly defined objectives;
- o Specific measures of achievement would be necessary to successfully establish and monitor projects;
- o PCV assignments would have to be clarified;
- o The resources needed and possible roles of other agencies would have to be clarified;
- o PC programming criteria (see section C) are largely satisfied but modifications would strengthen projects in this aspect;

In summary, the critique session provided the participants the opportunity to evaluate objectively a forestry project plan. This activity enabled each individual to apply the knowledge that he or she had gained from the previous workshop activities. The critique session also laid the groundwork for a subsequent workshop activity which was for each country team to prepare its own preliminary forestry project plan.

## SECTION E      Review of Workshop Discussions

Following the field trip and several technical discussions, participants were asked what new perceptions they had concerning community based environmental projects. Their comments are presented below.

- o The necessity of community participation in both the design and implementation of environmental projects.
- o The determination of project objectives, preventative or rehabilitative. This determination will influence project staff's approach to farmers and government administrators.
- o The assurance through discussions that community participation does/can exist in some development projects.
- o The procurement of resources is essential for environmental project success.
- o The quality of material resources, particularly growing stock, must be extremely high in order to overcome initial skepticism of local people.
- o The outputs of the project must satisfy the needs of the local people.
- o The broad, long range benefits of environmental projects justify the external investment that is often required in projects that may appear to be only local or regional in scope.
- o The conservation and wise development of upland natural resources is a long term investment in lowland productivity.

The majority of the participants expressed satisfaction with the technical knowledge they had acquired and with their increased familiarity with the subject of agro-forestry.

## SECTION F      Volunteer Tasks, Qualifications & Training

As a final step in developing the draft outline of a potential forestry/natural resource project, country teams were asked to examine:

- o The specific tasks a PCV would be responsible for;
- o The preliminary qualifications a volunteer would need;
- o What kind of technical training the volunteer would need prior to beginning a project.

Some general themes of this session are presented below.

### Volunteer Tasks

Most country teams indicated that the volunteer would perform both technical and non-technical tasks. Common tasks were: Obtaining and disseminating information, not only among villagers but government personnel as well; organizing groups of people, either for training purposes or for performing communal labor; and training individuals and groups, again both villagers and public employees, in new techniques of nursery production and fuelwood consumption. In some cases, a volunteer task might be to conduct some level of research on native species or techniques for planting. Some country teams indicated that the sex of the volunteer could be instrumental in effectively performing some tasks. This was particularly true in projects involving women and children who are often the users of forest resources.

### Volunteer Qualifications

Almost all country teams stated that prior to pre-service training, the volunteer should have a good mix of technical, social, organizational and managerial skills. This supports the analysis of volunteer tasks described above. Many teams indicated that individuals with biology or agriculture backgrounds along with good social skills could perform the necessary tasks, once the volunteer received appropriate pre-service training. One country has been examining the possibility of using current volunteers, presently working in agriculture or education, to undertake basic tasks associated with reforestation and improved fuelwood use. Some type of in-service training would usually be necessary in this scheme.

### Volunteer Training

Most country teams indicated two areas which volunteer pre-service training should focus on: Agro-forestry (inter-cropping schemes) techniques and extension skills. Some teams felt in-country training would be most appropriate while others saw strong benefits from providing training in a site where the volunteers could visit existing successful projects, similar to the type they would be working on. All workshop participants agreed that volunteers, regardless of technical background, need some orientation to the broad range of both technical and social problems associated with forestry/natural resource projects. Additionally, this orientation should specifically address the various tasks the volunteers will be asked to perform.

## SECTION G      Evaluation

The closing session of the workshop included the participant's evaluation of the activities and a review of the forestry support available to the field in the near future.

The vast majority of participants stated that the workshop had met the original objectives. More importantly, a large percentage of participants indicated that the workshop activities met their needs to a very high degree. Participants were generally satisfied with the format and facilitation of the workshop although some stated that they would have preferred working more in in-country teams and less in small mixed-country groups.

When asked which two workshop activities were the most beneficial, the majority indicated that the country team project and the exchange of information among the participants helped them the most. The activities that many participants found least satisfactory were the field trip and work in small mixed groups. Some participants also noted that the workshop site was too remote.

The additional forestry support available to the field (funded by OPD) includes forestry programming consultants, a pre-service training manual for technical forestry training, and publications from future in-service and pre-service forestry training sessions.

### III. WORKSHOP OUTCOMES

The workshop produced several significant outcomes:

- o A preliminary plan for a potential forestry project for each country represented;
- o A high degree of positive interactions, focusing on environmental concerns among country team members;
- o A better understanding of the technical and social factors that influence forestry and natural resource projects and the necessity of taking these factors into account when designing and implementing such projects;
- o A better understanding of the programming systems used by IHAP, Peace Corps, USAID, and host country government agencies, and of the time frames associated with each of these systems;
- o A better understanding by Peace Corps/Washington staff of the human, financial and technical resources available in the region for environmental projects as well as a recognition of the interest and activities that already exists.

APPENDIX A

LIST OF PARTICIPANTS  
IN THE FAR EAST/PACIFIC PC/AID  
FORESTRY PROGRAMMING WORKSHOP

Tagaytay City, Philippines  
November 30, - December 5, 1981

Argete, Eriberto  
Forestry Section  
Remote Sensing Division  
Natural Resources Center  
Ministry of Natural Resources  
PHILIPPINES

Baker, Randy  
Peace Corps Volunteer  
FIJI

Beverwyk, Carol  
Peace Corps Volunteer  
TONGA

Caoili, Arnold  
Deputy Minister  
Ministry of Natural Resources  
PHILIPPINES

Crossan, Bruce  
Associate Peace Corps Director  
PHILIPPINES

DAVEY, Jerry  
Director,  
International Human Assistance Program  
PHILIPPINES

Drilling, Elmo  
Peace Corps Volunteer  
PHILIPPINES

Dugan, Pat  
USAID  
PHILLIPINES

Feinstein, Charles  
Associate Peace Corps Director  
WESTERN SAMOA

Frame, Michael  
Associate Peace Corps  
Director Conservation & Agriculture  
NEPAL

Gall, Pirie  
Programming Specialist  
Private Consultant  
WASHINGTON, D.C.

Gielczyk, Philip  
Associate Peace Corps Director  
Agro-Forestry  
PHILIPPINES

Granger, William  
Associate Peace Corps Director  
TONGA

Huxtable, John  
USAID  
NEPAL

Kichorowsky, Martha  
Peace Corps  
Country Desk Assistant, Solomon Islands  
WASHINGTON, D.C.

Kilgour, Mary  
USAID, Deputy Director  
PHILIPPINES

Lynch, Owen  
Peace Corps Volunteer  
PHILLIPINES

Malcolm, Martha  
Associate Peace Corps Director  
SOLOMON ISLANDS

Mallick, Mosaddi  
Deputy Peace Corps Director  
Programming and Training Coordinator  
NEPAL

Magno, Vic  
Philippines Government  
Chief, Forestry Extension Division  
PHILIPPINES

MAYER, James  
Peace Corps Director  
PHILLIPINES

Novick, Paul  
USAID  
PHILIPPINES

Ogata, James  
Peace Corps  
Agricultural & Rural Development Staff  
THAILAND

Pacardo, Dr. Enrique  
Program for Environmental Science &  
Management  
PHILIPPINES

Pradhan, Parushotam  
Ministry of Forestry  
Chief of Planning Cell  
NEPAL

Raqitawa, Kono  
Associate Peace Corps Director  
Agriculture  
FIJI

Salt, Ed  
Peace Corps  
Training Specialist  
WASHINGTON, D.C.

Siki, Beka  
Papua New Guinea Government  
Office of Environment and Conservation  
PAPUA NEW GUINEA

Simiki, Tomasi  
Director,  
Ministry of Agriculture  
TONGA

Tolisano, James  
United Nations Volunteer  
Forestry  
PAPUA NEW GUINEA

Totorea, David  
Solomon Islands Government  
Lands Officer  
SOLOMON ISLANDS

Tuttle, Jay  
Resource Management Coordinator  
Peace Corps  
Office of Program Development  
WASHINGTON, D.C.

Vineski, Steve  
Peace Corps Volunteer Leader  
PHILIPPINES

Weber, Sid  
Associate Peace Corps Director  
Environment Sector  
PHILIPPINES

Whitmore, Les  
Forestry Specialist  
USDA-Forest Service  
WASHINGTON, D.C.

Woodbury, Karen  
Peace Corps Director  
PAPAU NEW GUINEA

Yabaki, Konisi  
Government of Fiji  
Conservator of Forestry  
FIJI

Day	Activity	Forecast	APPENDIX B Objective	Note
<u>1st DAY</u> P.M.	Opening Remarks	<ul style="list-style-type: none"> <li>o Welcome speeches by               <ul style="list-style-type: none"> <li>o workshop manager</li> <li>o Dep. Director USAID/Philippines</li> <li>o Director Peace Corps Philippines</li> <li>o Keynote address by Dep Minister, Ministry of Natural Resources Philippines</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>o discuss background and goals of workshop</li> <li>o emphasize multi-agency approach to issues</li> <li>o general introduction of all participants</li> </ul>	The Deputy Minister's remarks are in Appendix <u>D</u>
<u>2nd Day</u> A.M.	Workshop Participants share objectives	<ul style="list-style-type: none"> <li>o participants discussed their needs/ expectations in small mixed groups, reported out results and held general discussion with all participants</li> </ul>	<ul style="list-style-type: none"> <li>o establish common interests among participants</li> <li>o identify similar/different needs among participants</li> <li>o compare participants expectations/ needs with workshop goals, and expectations of staff</li> </ul>	
A.M.	Summary of Forestry Activities in Each Country	<ul style="list-style-type: none"> <li>o all participants from each country met, prepared summary, one individual gave 20 minute presentation</li> </ul>	<ul style="list-style-type: none"> <li>o identify common problems/solutions, found in different countries</li> <li>o develop rapport among country team members</li> </ul>	Country summaries may be found in Appendix <u>E</u>
<u>2nd Day</u> P.M.	Identify Critical Factors in Forestry Programming and Possible Methods of Overcoming the Critical Factors	<ul style="list-style-type: none"> <li>o small mixed groups identified most persistent obstacles to successfully developing forestry projects, recorded findings under broad headings, discussed methods of overcoming these obstacles, reported out findings to all participants</li> </ul>	<ul style="list-style-type: none"> <li>o identify common problems and possible solutions</li> <li>o information exchange among participants from different national and professional backgrounds</li> <li>o illustrate that nature of problems is often more social than technical</li> </ul>	Results of discussion presented in Section A.

Day	Activity	Format	Objective	Note
P.M.	Examine How Increased Collaboration Between PC, AID and Host Country Gov't Can Strengthen Forestry Project Development	<ul style="list-style-type: none"> <li>o small mixed groups discussed benefits and methods of increased collaboration as it related to a specific kind of project</li> </ul>	<ul style="list-style-type: none"> <li>o share ideas/experiences about specific roles different agencies can play in a collaborative forestry effort</li> <li>o emphasize benefits that can be derived through multi-agency involvement</li> </ul>	Results of discussion presented Section B.
Evening	Technical Presentation: Land Tenure Issues in the Philippines	<ul style="list-style-type: none"> <li>o presentation by PCV attorney working in this field</li> </ul>	<ul style="list-style-type: none"> <li>o exchange of technical info concerning an issue pertinent to almost all participants</li> </ul>	
<u>3rd day</u> a.m.	Presentation of Programming Systems used by PC, AID, PVO (IHAP), and Host Country Governments	<ul style="list-style-type: none"> <li>o one individual from each organization represented gave 40-50 min presentation</li> </ul>	<ul style="list-style-type: none"> <li>o provide specific info on how different int'l development agencies and host gov't ministries analyze problems and develop strategies to address them</li> <li>o illustrate the timeframes and administrative procedures that agencies must deal with in designing and implementing projects.</li> </ul>	
P.M.	Critique of Peace Corps Project Plan	<ul style="list-style-type: none"> <li>o each individual given a hypothetical project plan; in small mixed groups, the strengths and weaknesses of project were discussed, findings reported to all participants</li> </ul>	<ul style="list-style-type: none"> <li>o share critical analysis of project among all participants</li> <li>o develop some degree of common agreement on how to analyze a problem and lay out solution</li> <li>o build on previous workshop activities, asking all participants to evaluate project in light of earlier discussions of critical factors, role of agencies when collaborators, programming systems, time frames needed to obtain resources</li> </ul>	<p>Hypotetical project plan and participants critical analysis can be found in Appendix C.</p> <p>A general summary of the critique points are presented in Section D.</p>
<u>3rd Day</u>	Identify General Focus of Potential Forestry/ Natural Resource Project Plan to be Drafted During Workshop	<ul style="list-style-type: none"> <li>o all participants from each country met to discuss which environmental problem in their country they would address</li> </ul>	<ul style="list-style-type: none"> <li>o first step in having each country team work together to jointly identify an environmental problem in their country and to address how the resources of their various agencies can be utilized to reduce the problem</li> </ul>	
P.M.	Preparation for Field Trip	<ul style="list-style-type: none"> <li>o Informally, each country team discussed what info they should obtain during field trip that would assist them in preparing their draft project plan during the workshop</li> </ul>	<ul style="list-style-type: none"> <li>o focus participants activities during field trip on specific issues that are pertinent to their concerns in their country</li> </ul>	

Activity	Format	Objective	Note
Technical Session: What is Agro-Forestry?	o Slides/discussion by U.S. Forest Service tropical forestry expert	o provide broad perspective on diverse inter-cropping systems used throughout the world, highlighting the variety of benefits derived from mixed vegetation schemes	
Field Trip to a Research Station Studying Inter-Cropping Schemes and to Forestry College At Univ. of Phil. Los Banos	o Research forester met group at inter-cropping site for explanation of research  o At college campus, brief, slide show presented on current research efforts  o participants had free time to visit publication centers, talk to researchers	o enable participants to see field demonstrations and talk to researchers currently involved in agro-forestry work	
Technical Session: Agro-Forestry Project in Lake Buhí region, Philippines	o slides and discussion by the PCV and AID contract forester involved in the project	o share project specific info with participants, focusing on successful design and implementation strategies	
Discussion of Participants' Perceptions of Agro-Forestry	o general group discussion, responding to question: "Based on technical sessions and the field trip, what new perceptions do you have about agro-forestry?"	o share new perceptions/information  o re-emphasize diversity of agro-forestry goals and schemes  o synthesize technical information presented so far	Results of discussion presented in Section E.
Preparation of Draft Forestry Project Plan	o country teams met to prepare draft outline of project plans	o each country team refines discussion of environmental problems in their country and delineates how resources can be used to address the problem	
Self-Critique of Project Plan	o individuals in each country team were asked to measure their own project outline against the issues raised in critiquing the hypothetical forestry project plan earlier in the workshop. Then each country team discussed their observations determined what changes were necessary	o enable all country teams to use a common framework to judge the completeness of their preliminary efforts	Country teams used critique of hypothetical forestry project plan (found in Appendix C) in analyzing their own project outline

<u>Day</u>	<u>Activity</u>	<u>Format</u>	<u>Objective</u>	<u>Note</u>
<u>5th Day</u> P.M.	Inter-Team Critique of Draft Project Plans	<ul style="list-style-type: none"> <li>o two country teams were paired, each team presented its project plan and received feedback from the others. Then the process was reverse. Prior to the session, proper techniques for giving feedback were discussed.</li> </ul>	<ul style="list-style-type: none"> <li>o provide outside perspective on each team's plan</li> <li>o provide participants the opportunity to synthesize the technical and programming issues discussed during the workshop when critically reviewing a preliminary project plan</li> </ul>	
Evening	Technical Session: Forestry Projects in Fiji and Papua New Guinea	<ul style="list-style-type: none"> <li>o slides/discussion of PCVs' efforts in their countries</li> </ul>	<ul style="list-style-type: none"> <li>o sharing of technical info</li> </ul>	
<u>6th Day</u> A.M.	Determine PCVs Roles and Pre-Training Qualifications and Training Needs for Participation in Draft Project Plan	<ul style="list-style-type: none"> <li>o country teams discussed necessary skills individuals would need prior to joining PC, also what specific tasks volunteer would be responsible for during project implementation, and what type of pre-service training if necessary</li> </ul>	<ul style="list-style-type: none"> <li>o exchange of ideas concerning the actual role of PCVs in social forestry projects and a clearer definition of what qualifications PCV should have before they enter training and what skills should be acquired in training</li> </ul>	Results of Discussions presented in Section F.
P.M.	Presentation of Country Team Draft Project Plan	<ul style="list-style-type: none"> <li>o one individual from each country summarized project plan, stressing what steps would be necessary upon return to his/her country</li> </ul>	<ul style="list-style-type: none"> <li>o share plans for addressing specific environmental problems</li> <li>o provide each team with a tangible product from the workshop and with a definite focus for future interactions between Peace Corps, AID and the host country government</li> </ul>	Preliminary Country Project Plans can be found in Appendix G.
P.M.	Workshop Closing/Evaluation	<ul style="list-style-type: none"> <li>o remarks by workshop manager</li> <li>o participants complete evaluation forms</li> </ul>	<ul style="list-style-type: none"> <li>o remind participants of additional support available from Peace Corps Washington.</li> <li>o workshop staff receive feedback on activities</li> </ul>	Report of evaluation presented in Section G.

APPENDIX C

**TO: Review Team**

**FROM: APCD Eager Lee Jump**

**Here is my draft of the project plan for Wolo Community Agro-Forestry.**

**I have worked closely with the Forestry Dept, the AID and CARE staffs to get this far. We are anxious to have your views of this before it becomes our working bible. Please look at**

**each questions as:**

- Overall, does it make sense?**
- Is the problem clear?**
- Is it technically sound and realistic?**
- Will the goals and objectives lead to the solution of the problem?**
- What about the resources - human and other? Appropriate? Sufficient?**
- Measures of achievement - criteria for success? Being met?**
- How does it stack up against our programming criteria?**
- What specifically does it need to be a better plan? A better project?**

**I'm looking forward to your constructive feedback. please note them on the last page. Thanks.**

**Best Available Document**

PROJECT PLAN  
PEACE CORPS/ BOTONGA

Project Title WORD COMMUNITY AGRO-FORESTRY  
Project Code 555-H6 Human Need Area 6A  
Start Date Jan 1982 End Date Dec 1988  
Date Original Plan Prepared May 1981 Date Approved June 1981  
Date of This Plan \_\_\_\_\_ Date Approved \_\_\_\_\_

## SECTION 2 - PROBLEM ANALYSIS

### A. State the problem which the project treats.

Botonga has a growing problem of loss of land for agric. purposes. Soil erosion begins in denuded upper watersheds and causes flooding and severe gullying in the lowlands. In the Woro region, (a key food production area) it is estimated that 5,000 ha. of arable land are lost every 3 years.

### B. State the major causes or factors contributing to the problem.

In the Woro region;

- woodcutting for timber and firewood (amounts not currently known)
- overgrazing by sheep, goats, cattle
- population growth, need for more farmland for existing families
- lack of understanding by farming people of how their actions are affecting the ecology of the region and their own future economic situation

### C. Describe the consequences of this problem for people.

- reduced productive land for farming
- inappropriate use of land for grazing, thus lowered quality of animal production (meat, milk, by-products such as hides)
- declining soil fertility, thus lowered yields of food crops and lower family income

### D. Describe the information sources consulted when defining this problem.

1. FAO Natural Resource Study-1975
2. National Plan, 1980-85- Forestry Sector Inventory, Problem Analysis and Goals
3. Interviews with:
  - Regional Forestry Chiefs
  - Village Leaders
  - Selected Farm Families
  - Traders of food and livestock
4. AID Project Paper-Rural Sector Loan-1979

SECTION 1 - PROJECT RELATIONSHIPS

A. Host Agency(ies)

Ministry of Rural Development

B. Sponsoring Unit(s)

Forestry Department and Regional Forestry Centers

C. Primary Function of Sponsoring Unit(s)

Protection and renewal of forest resources through research and extension

D. Address(es) of Sponsoring Unit(s),

Ministry of Rural Development: General Abde Blvd., Capital City  
Wolo Regional Forestry Office, Box 2, Wolo City

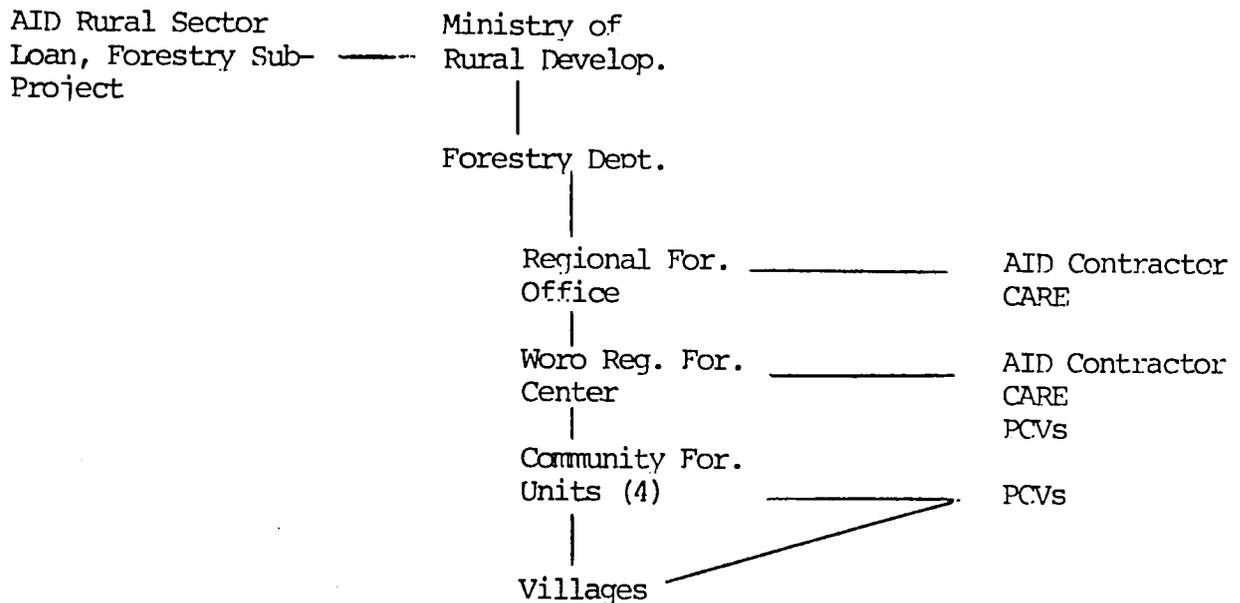
E. Title of Official(s) in Sponsoring Unit(s) responsible for project supervision

Director of Regional Forestry (general supervisor)  
Chief Forester, Wolo Region (direct supervisor)

F. Collaborating Agency(ies)

AID and CARE

G. Description (or chart) of the lines of authority or relationships in this project



## SECTION 3

Botonga

Wero Community Agro-Forestry

## GOALS, OBJECTIVES AND MANAGEMENT INDICATORS

## A. GOALS

<u>Production Goal</u>	<u>Measures of Achievement</u>	<u>Sources of Information</u>	<u>Progress/Problems/Actions Taken</u>
Slow the pace of loss of arable and appropriate grazing land in Wero, and by 1986 be in a position to reclaim lands already lost to agricultural production and grazing.	# Ha. lost is slowing Changes in land use patterns (crops/livestock) # Ha. restored/year	Land use classification surveys Surveys of farmers	
<u>Capacity Goal</u>	# families benefiting and new practices of forest management and farming adopted		
Strengthen the capacity of the Regional Forestry Center to support the Community Forestry Units with technical information and research, training of extensionists and village workers, and to devise and support village agro-forestry plans.	Research projects based on needs identified by communities. # extensionists, village workers trained and retained # plans developed and being implemented in villages	Observation of research, adoptions of results by communities Records of Center & Units Interviews with village workers, leaders, farmers	

SECTION 3

OBJECTIVES / MONITORING

Project Code 555-M6  
 Period Covered 1982 - 83  
 Date Set June 1981  
Progress/Problems/Actions Taken

B. OBJECTIVES

By June 1982

Regional Project  
 Council meeting monthly

Measures of Achievement

Reg. meetings attended by all parties  
 Progress measured, problems identified, corrective actions taken.

Sources of Information

Observation of meetings  
 Minutes/records/correspondence

4 Community councils meeting biweekly for training, needs assessment and planning

Meeting agendas consistent with project aims and community needs, moving toward concrete action plans and proposals

Observation of meetings  
 Meeting minutes/products  
 Interviews with participants

Land use survey completed in 3 community unit areas

Covers major indicators of soils, vegetation, intensity and type of use, tenure, etc.

Survey work plans and reports

Training program for ranger/extensionists in place for delivery

Brief (1-2 week) skills seminar in community organizing and planning, basic agro-forestry techniques.

Training design  
 Observation of test session

By January 1983

2 Community agro-forestry plans submitted to Regional For. Center for approval and funding support (MCC, CARE, AID)

Plans follow standard format (issues/problems, goals, resource needs) and reflect community priorities.

Review plans  
 Talk with planners, esp. community reps.

2 research projects based on community needs under way (such as intercropping potential, changes in grazing practices)

See above  
 Can be completed in 3 mo. or less

Review research plan, activity

SECTION 3

OBJECTIVES / MONITORING

Project Code 555-H6

Period Covered 1982-83

Date Set June 1981

Progress/Problems/Actions Taken

B. OBJECTIVES

Measures of Achievement

Sources of Information

4 training programs developed and tested for village workers in areas such as forest protection, community environ. ed., intro of fast-growing trees.

Programs aimed at small farmer people, to fit into their schedules, and related to real needs and opportunities in villages.

Interv. pilot trainees  
Observ. of training  
Training designs

At least 1000 Ha. of denuded hillside re-planted in Med. Pine

Villagers involved in planting, cultivation protection

Field visit, measurement of planted area

By June 83

2 more community plans submitted

2 plans in implementation stages

30 village workers trained

By Dec. 83

Check on progress of all components

New objectives drawn up by project teams

E. Describe existing efforts to treat the problem.

Ministry of Rural Develop. has received funds (4.5 million dollars for 3 years) from AID to strengthen the capability of the Forestry Dept., particularly the Regional Forestry Centers, starting with Woro. The program will reach to communities through the community forestry units to educate and enlist villagers in reforestation, agro-forestry, and the introduction of new species as sources of nuts, fruits, medicine, and firewood.

The regional forestry centers were established in the late 1960s. Each has a research station, a nursery, and between 3-5 rangers who are mostly involved in forest protection. They are understaffed and have a high turnover of first-line technicians. Regional forestry chiefs are among the first graduates of the College of Agriculture's Forestry School set up in 1978.

Peace Corps has been minimally involved in forestry, having responded to isolated requests for nursery and soil specialists during the last ten years. Few of these PCVs were replaced after their single tours, and recruitment was a constant problem.

CARE has provided food-for-work for some village-level soil conservation activities (terracing, some tree planting), but in a very dispersed way all around Botonga. They want to concentrate their efforts and add some funding to their food contribution.

The Dept. of Agric. (also within the Min of RD) has had some ag/livestock extension in the Woro area, but the cooperation between the two arms of the Ministry so far has been minimal, at times marked by conflicts over roles, especially in the new area of agro-forestry.

SECTION 4 - VOLUNTEER ASSIGNMENTS

Insert here:

- A. Preliminary Tacs for all assignments projected for the life of the project, and
- B. Final TACs for the first (or next) training class to enter the project.

(Use standard TAC Form 731A - Revised 8/79)

**PRELIMINARY TAC**

**Training classes:  
Botonga Fall 81**

**Wolo Community Agro-Forestry  
Agro-Forestry Research Aide**

**Requirements:**

**BS. Forestry or Agriculture**

**Interest or experience in applied research - summer or post-college**

**Project/Duties/Trainings:**

**The Wolo project seeks to stem the loss of arable land due to over-cutting of timber and overgrazing of watersheds, and to strengthen the ability of the Regional Forestry Center in Wolo Region to support community forestry.**

**You will advise on and participate in defining and carrying out research to meet community needs in such areas as intercropping of forest and food crops, grazing plans for forest areas, species of trees for different purposes and environments, etc. You will work closely with the regional forestry research officer and an AID contracted expert in silviculture.**

**You will be trained in a PC regional center in basic agroforestry and some research skills before receiving the usual in-country language, cross-cultural, and community development training and project orientation.**

PRELIMINARY TAC

**Training Class:**

**Wolo Community Agro-Forestry**

**Botonga Spring 82**

**Forestry Planning and Extension  
Coordinator**

**Requirements:**

**College-level study (AA or BA/S) in botony, biology, ecology  
Outdoorsy background, interests**

**Demonstrated interest through work in community development, social  
service**

**Involvement in training adults**

**Project/Duties/Training**

**The Wolo project....(same as other P-TACs)**

**You will be based at and assigned to the Community Forestry  
units, covering that unit's area. You will work as a trainer and  
planning coordinator alongside the rangers and village workers.  
You may be involved in organizing community environmental education  
activities, drawing up project/funding proposals for agro-forestry  
plans at the village level, and supporting land use surveys  
and other forms of project monitoring/management efforts.**

**Your training will include project planning based on  
community surveys, adult education/training, basics of agro-forestry,  
as well as the usual in-country program of language, cross-cultural,  
and project orientation.**

PRELIMINARY TAC

Training Class:  
Botonga Fall 81

Wolo Community Agro-Forestry  
Training Design Specialist

Requirements:

Adult Education or Behavioral Science Degree

2 years' experience in training design and delivery (experiential -- technical skills or human relations skills)

Project/Duties/Trainings:

The Wolo project.... (same as other P-TACs)

You will advise on a range of training needs of the project, assigned to the Chief Forester of Wolo. You will work with the Chief, his staff, the AID contract team, and other PCVs to develop training in community organization and planning, technical skills required by various aspects of the training project (nursery, forest management, agro-forestry, livestock management, etc.). You will design, test modules, and train trainers who will include the regional and community forestry staff, PCVs, and village workers.

You will be trained in the basics of agro-forestry along with others going to Wolo, but will be spending time on a special training skills track before going to the usual in-country etc etc training.

SECTION 5 - PROJECT RESOURCES

A. Peace Corps Volunteers

1. Assignment Title	2. On Board as of <u>9/30/81</u>		3. Trainee Requests a. Current FY <u>82</u>	B. Projected			
	Ts	Vs		FY <u>83</u>	FY <u>84</u>	FY <u>85</u>	FY <u>86</u>
Ag-For Research Aide	0	0	2		2		1
Training Des. Spec.	0	0	1		2		1
For. Planning & Ext. Coordinator	0	0	3	2	3	2	2

SECTION 5

B. Other Resources

1. <u>Resources Needed</u>	2. <u>Responsible Party</u>	3. <u>Date Needed/Committed</u>
Training Materials/Supplies/ Sites	Min. RD	Jan 82
Hand Tools for village projects	CARE	Jan 82 --- life of project
Senior technical advisors silviculture project management land use classification short-term (soils, agronomy, livestock, etc.)	AID - contract team	Jan 82 - life of project
Vehicles, light tractors/dozers	AID via Min RD	June 82
Land for nurseries, demo plots, etc.	Communities	As needed

4. Potential Problems or Contingency Plans

Arrival of AID contract team will depend on negotiations, contractor selection, etc. Volunteers will have alternative work plans (community and land surveys, tree-planting, etc) if tech. team is delayed.

**SECTION 6 - PROJECT MANAGEMENT**

**A. Monitoring Arrangements**

**1. Procedures**

**Monthly  
Region-level monitoring/management**

**Data collection  
(natural resource, community  
activities/plans, etc)**

**2. Events/Timing**

**Monthly Regional meetings  
to review data, adjust  
plans, solve problems of  
coordination, resource  
delivery, etc.**

**Key indicators will be collected  
and funneled to Reg. office  
for use in Mo. meetings -  
some monthly, some quarterly,  
some semi-annually**

**3. Participants**

**Reps of For. Dept,  
AID, Care, PC, Community Units  
(Plus Ag Dept., local govt  
as needed)**

**Rangers, PCVs, reg. forestry  
staff will have specific  
data-gathering/reporting roles  
(Still being worked out)**

**B. Evaluation Plans**

**After two years of operation, an evaluation will be conducted against the original plan, looking at original assumptions, goals, objectives, impact, and management. After the 4th year the evaluation will focus on the potential for replication of all or parts of the project in other parts of Botswana.**

SECTION 7 - PROJECT APPROVAL

A. Review Comments

B. Approval/Concurrence

Approved:

Date:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Director's Signature(s)

\_\_\_\_\_

Concurrences:

Signature

Title

Date

TO: Eager Lee Jump

Dec. 3, 1981

FROM: Iaa Bossa, Country Director/PC/Botonga

SUBJ: Project Critique - Woro Community Agro-Forestry

You've made a good start on this, your first team effort at project design. I would appreciate it if you would move as quickly as possible on the review team's suggestions for improving this project plan. Please see me if you want to discuss any of the points below, and let me know how soon you can work with the Ministry, AID, CARE, and local folks to make the needed revision.

Here's what the reviewers found, along with some of my own comments:

1. Strengths of the plans:

- Overall strategy appears logical - conceptually good in broad outline
- AID funding appears adequate, perhaps generous, and the linkage with CARE in a field they're already good at seems effective
- PCV assignment mix and skills seem adequate for the first phases, though more specificity in TACs would be desirable
- Community participation and decision-making through the village councils and plans is a good feature, presented purposefully
- Re-training of forest rangers-extensionists will help change their approach and image
- Regional project council to monitor and coordinate is valuable
- Research based on community needs is a nice innovation
- Good start on a system for monitoring and evaluation

2. Recommended improvements:

- Problem analysis needs to be tighter:
  - o more detailed information on the baseline situation
  - o specify the area affected, whether upland, lowland, or both how big?
  - o specify how many people are affected and in what ways
  - o specify more fully the agricultural aspects (causes/consequences) of the problem
- Goals can be sharpened once the problem is more clearly defined:
  - o Production - specify the impact on people (type of improvement, amount of output) as well as on the ecosystem
  - o Capacity to continue solving problems - specify more clearly how the local capacity will be affected as well as regional & national levels

- Objectives need more work:

o Build in more hard action activities with short-run impact to complement or be integrated with longer-range "soft" interventions (training, community organization/planning, research) These might include:

gully erosion and flood control, or other short-run soil conservation efforts

fruit or nut tree planting in addition to pine

pasture improvement (interseeding, grazing control...?)

changes in wood-cutting practices

other immediate physical infrastructure needs as seen by villagers

- Measures of achievement could be more useful:

o make more precise - include a balance of quality and quantity standards

o perhaps show a range of desired accomplishment (500 - 1000 ha. by year X)

o check and adjust realism of output level (1000 ha. of trees planted in 2 years) against resources (only three PCVs)

- PCV assignments raised some questions:

Recognizing that some of this will become clearer only after the first PCVs are on the ground,

o in the first TACs, clarify the counterpart relationships -- primary and secondary --

o show more direct linkages between volunteers' duties and some of the major objectives of the project

o once the first Volunteers are in the field, plan to monitor closely the followings:

role of the the research volunteers

review and assess PCV qualifications and training in relation to real project needs

check to see if addition<sup>al</sup> numbers or kinds of volunteers are needed to reach objectives/goals or complement other inputs - crops, livestock? soil conservation?

check on phasing of different types of volunteers (research/extension, etc.)

- Resources and collaboration concerns:

o See if you can help the Ag and Forestry Dept. clarify how they can work together - it seems essential in this project

o Spell out a bit more how much AID money will be used in Wero and for what purposes at each level (region, community)

o spell out a bit more how the CARE role will work at each level

o toward which objectives will they contribute?

o give some more details on your contingency plans if (a) AID or CARE resources are delayed or (b) PC can't deliver all Trainers (kinds and numbers) requested

- Programming criteria - coming close, but team suggests

o strengthen this project's focus on people in addition to land and institutions, and make this more explicit and measurable

o check with AID and ministry the feasibility of dozers - fuel? maintenance? alternatives considered?

- Monitoring and evaluation

o clearer measures of achievement will help

o sort out /specify the <sup>key</sup> indicators to be tracked on a regular basis and who will do data collection, reporting, compiling.

Nice job, Eager Lee. Keep up the fine work.

APPENDIX D

OPENING REMARKS FOR FORESTRY WORKSHOP OF  
USAID AND PEACE CORPS, NOVEMBER 28, 1981

BY

ARNOLE CAOILI  
DEPUTY MINISTER, MINISTRY OF NATURAL RESOURCES  
PHILIPPINES

Mr. Director, distinguished delegates:

Forestry has always been close to my heart because it is at the heart of our natural resource management problems. Thus, I feel particularly privileged to be here for the opening of the Peace Corps and AID/Philippines Seminar Workshop on Forestry. On behalf of the government and the people of the Philippines, I am extending President Marcos' and Natural Resource Minister Teodoro Q. Pena's warmest welcome to all of you.

The Philippines is indeed greatly honored to have here with us, delegates from Nepal, Thailand, Fiji, Papua New Guinea, Western Samoa and of course the United States and other countries. A gathering like this is always exciting because of the expected cross-fertilization of ideas from various experiences and perspectives. I am confident that this workshop will lead to new directions, new insights and innovative ideas in dealing with forestry problems.

The tropical forest constitutes one of the important natural endowments of our country. Therefore, its utilization, protection, and management reflect our national expressions of our economic, social and ecological objectives and aspirations.

The major thrusts of forest management in the past have been reforestation of critically denuded areas, phasing out of log exports while encouraging the domestic processing of wood products, land classification, sustained yield management, multiple use management, Kaigin management and research and development in forest products and general forest management.

With the new leadership at the Ministry of Natural Resources, the country is undertaking new directions in forest management for the 1980's. We have started with a policy review of our forestry sector in order to plan drastic changes in the forest management schemes in the country including institutional changes. The private and academic sectors are contributing immensely in formulating immediate and long term programs and projects for forestry.

The main thrust of the new direction in forest management is rural development forestry. We envision making the forestry sector a more potent agent of change and development in the rural areas. Forestry projects and programs like community tree-planting, forest occupancy management, agro-forestry and family tree farms are being undertaken to benefit the lower income level of our populace including shifting cultivators, illegal occupants of public forests, and unemployed rural residents. These approaches will also ensure that benefits derived from our forest endowment will be shared by our rural poor.

We are trying to contain the illegal encroachment of shifting cultivators and other occupants of forest lands through

socio-economic approaches that will not threaten their attachment to the land. We are trying to assimilate them in government programs in tree planting, reforestation, and forest protection. Through our forest occupancy management program, we are introducing sound agro-forestry practices to "kaingineros" to uplift their social and economic conditions. We are giving them occupancy permits, technical assistance, social services and some economic support. Hopefully this will stabilize forest occupancy while at the same time restrict new encroachment in forest lands.

We are also aligning many of our forestry programs and projects to the new government effort -- the KKK (Kilusang Kabuyan at Kaunlaran). Most of our agro-forestry projects can be programmed to promote rural livelihood and the growth of small-scale entrepreneurship for forest resources utilization. We believe that through a program of sustained livelihood, forest despoilers could be converted into agents of change rather than negative elements of society. The MNR envisions providing basic agro-forestry livelihood to thousands of forest settlers in all the regions.

We have started with a 10,000 hectare agro-forestry KKK project in Butuan, Mindanao. We are providing all interested shifting cultivators and forest occupants within the project area sustainable livelihood through agro-forestry supplemented by other small-scale livelihood activities like poultry and piggery raising, gathering of secondary forest products, freshwater aquaculture, etc. All of these forest occupants will be agglomerated as a cooperative with the view that small-scale

enterprise can arise from these projects. The MNR is providing them assistance in the technical aspects of agro-forestry, in negotiating agro-forestry contracts with perspective buyers of pulpwood products, feasibility studies on possible livelihood activities, securing KKK financing, settling land tenure problems and in organizing them into cooperatives. After these government efforts, we hope to establish self-sustaining communities where local entrepreneurs can later prosper together with the people. This is our model agro-forestry project under KKK and this will be replicated in all the regions. Also, most of these agro-forestry KKK projects will contribute significantly to our reforestation efforts.

We are also reviewing and assessing the institutional mechanism for forest management in this country. Aside from the Bureau of Forest Development, we are trying to coordinate effectively, the the forest development activities of other government agencies controlling some of our forested watersheds and natural scenic areas and reserves. We will decentralize some of the powers and authorities to our regional and district offices to assure simplification of procedures for the control and monitoring of forest development activities. These will also prevent the costly trips to central offices of our low income people who are interested in gathering and harvesting forest products. Alongside these institutional changes is the review and modification of existing laws and regulations to be more responsive with the new thrust in forest management. We are also reviewing our system of leases, permits, and agreements with the private sector so this sector can be effectively harnessed as

co-managers of our forest resources.

We are also continuously rationalizing the wood industry. This involves the regulation of forest products processing plants as to their location and operations, joint operation schemes for processors and loggers, and more economic and efficient use of our wood processing plants. We are also actively pursuing our wood industry incentives for the establishment of integrated wood industries in designated wood industry centers.

For more effective allocation of our forest lands, we have proposed the further sub-classification of forest lands into forest uses such as production, conservation, reforestation, etc. These will also be vital inputs to the overall efforts in evolving land use patterns in this country. We are also conducting review, assessment, and cost/benefit study of various policy alternatives in land classification.

To support the policy of the state to maintain an ecological balance between forest and non-forest lands, we are presently hastening the pace of land classification; we are prohibiting forest uses inconsistent with environmental quality; we are enforcing area-specific logging bans for critical forest zones; we are enforcing conservation and protection zones in our mangrove forest areas; we are also requiring environmental impact assessment for major activities for utilization of forest lands and resources.

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The state has taken a protective custodial stance with respect to forests. Effective management is being done to renew whatever has been lost and to bring in more orderly harvesting of whatever remains. Awareness of critical equity issues in forest exploitation is growing hand in hand with a heightened social consciousness among the people.

We have envisioned that the forest will increasingly be devoted to its multiplicity of uses. The values of recreation, wildlife and other amenities of the forest will receive greater emphasis. We hope this too will be the guiding principles of

participating countries here.

In the name of President Marcos and Natural Resource Minister Teodoro Pena, we hail the noble objectives of this gathering in the maintenance and continued growth of the world's forests. We envision a wider facility in the implementation of more development projects in forestry in the Far East and the Pacific Region. Let us all strive to make our forests the source of all natural wealth in our own countries. I thank you.

## APPENDIX E

Country Summaries of Forestry Activities.  
Participants from each country, with the exception of Thailand, presented a brief overview of forestry/natural resource activities currently being undertaken in their countries.

## TONGA

### Country Summary

1. Geographic Characteristics
  - A. 169 islands, in 3 main island groups
  - B. Land area of 74,592 hectares
2. Land Use
  - A. Males over 16 can apply for 3.34 hectares (an 'Api') from the crown. Approximately 65% of all land has been distributed in this manner.
  - B. A 2,000 hectare forest reserve is recommended for the island of 'Eua.
3. Forestry Development Objectives.
  - A. Reduce importation of forest products.
  - B. Achieve self-sufficiency in wood products
  - C. Increase forest management
  - D. Establish a renewable exotic forest
  - E. Promote private sector involvement in processing and production of timber resources
4. Existing Resources
  - A. Forestry Division of the Ministry of Agriculture, Fisheries and Forest operates a forest nursery, a forest extension service, a reforestation project and forests product processing plants.
  - B. 6 - 8 private sawmills producing saw logs.
  - C. Roughly 10% of approximately 5,000,000 coconut stems on the islands are old growth and can be harvested in the next five (5) yaers
  - D. Capital improvements and technical expertise have been provided by New Zealand. Applications for Australian aid have been submitted.
5. Potential for Development
  - A. Expansion of reforestation program
  - B. Expansion of forestry extension services
  - C. Expansion of wood products processing
  - D. Expansion of research and development of support services for the forestry industry
6. Peace Corps Assistance
  - A. Conduct resource planning and applied basic research
  - B. Provides assistance in forestry extension, nursery work and forest inventory
  - C. Examine current/potential timber utilization practices
  - D. Assist development of clerical systems and plant and vehicle operator training sessions

## NEPAL

### Country Summary

1. Forest Resources
  - A. Used primarily for fuelwood, fodder, and building material
  - B. Major decline in forest resources; between 1964-75, total forest area decreased from 6 million hectares to 4.5 million.
  
2. Forest Development Objectives
  - A. Maintain supply of various forest products
  - B. Preserve and protect natural resources; i.e., soil, water.
  - C. Collect revenue from export of processed and semi-processed wood products.
  - D. Implement forestry projects that involve community participation in addressing objectives A, B, and C.
  
3. Major Programs
  - A. Ministry of Forest and Soil Conservation focusing on reforestation, both on government and private land.
  - B. Integration of reforestation programs with community and rural development projects
  - C. Peace Corps volunteers work in a HMG/World Bank/FAO Community Forestry Project, in a resource conservation and utilization project and in soil conservation projects.
  - D. Numerous international donors working in forestry related projects

## FIJI

### Country Summary

1. Geographic Characteristics
  - A. 1.83 million hectares - land mass
  - B. 45% of land mass is in forest
2. Development Strategy
  - A. Maintain self sufficiency in forestry.
  - B. Professional exploitation of resources
  - C. Management of indigenous forest resources
  - D. Plantation/resource development
3. Land Ownership
  - A. 85% of land is communally owned
4. Major Programs
  - A. Plantation establishment
  - B. Forest Management
  - C. Communal forestry
5. Present Collaboration
  - A. Peace Corps B. UNDP
6. Existing Resources
  - A. Forest Department Budget - \$6 million/year
  - B. 2 Peace Corps Volunteer
  - C. Small training school for forest practices
7. Issues
  - A. Manpower shortage
  - B. Land tenure (most land is communally owned, for projects, land must be leased which is not always possible)
  - C. Financial resources
  - D. Commercial forestry, involving pines
  - E. Increase national awareness of conservation issues
  - F. Land use policy
  - G. Utilization of wood/milling waste.

## SOLOMON ISLANDS

### Country Summary

1. Development Strategy
  - A. New national government - August '81
  - B. Currently revising 5 year plan
  - C. Segments of old plan continued, including forest exploitation
  
2. Land Use
  - A. 90% customarily owned
  - B. 10% held under register title
    - 3% is government land
    - 1% is held by native islanders
    - 6% is currently under forestry replanting scheme by government.
  
3. Major issues in Agro-Forestry
  - A. Extremely high birth rate
  - B. Traditional slash and burn agriculture practices destroy tree cover/watershed protection at a very high rate due to increasing population and insufficient fallow period.
  - C. Strong pressure on national government to generate current income through sales of timber. Buyers are available.
  - D. No policy on reforestation, especially on customary (non-government) land.
  - E. Owners of non-government land can act independently and negotiate individually with timber companies to harvest without any responsibility to replant or care for logged over land.
  - F. Ministry of Agriculture is promoting use of prime agricultural land for cash crops. It is not doing research on local food crops or agricultural techniques.
  
4. Existing Resources
  - A. Ministry of Natural Resources
  - B. Peace Corps

## PAPUA NEW GUINEA

### Country Summary

1. Development Strategy
  - A. Develop resources while preserving environment and traditional life styles.
  - B. Policy:
    - greater involvement of Papua New Guineans in forestry projects.
    - self-sufficiency of PNG in forestry products
    - transfer of management skills so that Papua New Guineans can take over project.
    - develop workable reforestation policy on harvested areas and in areas lost through traditional agriculture.
2. Major Existing Program
  - A. Office of Forests
    - 5 plantations, 17,000 hectares in total (4 producing saw timber, 1 fuelwood)
  - B. Energy Unit
    - Atzera hills (Lae): Conservation, agro-forestry, and fuelwood.
    - National Capital District - Same as Atzera
    - Extension forestry in Southern Highlands, agro-forestry, fuelwood, timber.
    - Agro-forestry/fuelwood experiments in lowlands and highlands
    - charcoal production - urban/rural small scale sawmill production.
3. Major Collaboration
  - A. None to date
  - B. 2 UN volunteers (1 forestry, 1 charcoal/energy)
4. Existing Resources
  - A. Host Country Government
    - Timber Training College (Lae)
    - Forestry College - Bulolo - 3 year certificate  
Lae - 4 year degree
    - NPEP Funding
    - World Bank
  - B. Peace Corps
    - Sponsors 2 UN Volunteers
  - C. PVO
    - IHAP )
    - FSP ) Potential
    - and others )
  - D. New Zealand AID

5. Major Forestry Issues

- A. Reforestation emphasizing monoculture
- B. Land use
- C. Develop workable reforestation policies
- D. Increasing land pressures caused by population and traditional agricultural practices.
- E. Small scale timber production
- F. Lack of trained manpower
- G. Lack of extension work on provincial level
- H. Lack of infrastructure
- I. Energy for industry and subsistence
- J. Greater revenue to PNG from timber operations
- K. Political conflicts - central government-provincial government - landowners.

## WESTERN SAMOA

### Country Summary

1. Geographic/Demographic characteristics
  - A. Two Islands, total of 1,100 mi<sup>2</sup>
  - B. 150,000 people, annual growth rate - 3%/yr
2. Land Use
  - A. 10% Freehold
  - B. 10% Government forest and parks
  - C. 5% Government agriculture land
  - D. 75% Traditional land
  - E. 54% of land mass has forest cover
3. Use of Forest Resource
  - A. 30% Saw Timber
  - B. 10% Poles, building materials
  - C. 60% Firewood
4. Role of clearing/reforestation
  - A. Agriculture: 1200 ha/yr cleared
  - B. Timber harvesting: 500 ha/yr cleared  
1700 ha/yr
  - C. Rate of reforestation: 1250 ha/yr
5. Issues
  - A. Increased production of taro for export resulting in soil depletion
  - B. Reforestation rate 33% below rate of cutting
  - C. Lack of manpower to correct improper land use.
  - D. Indigenous forest resource will be exhausted in 20 - 30 years.
6. Action Plan Proposed
  - A. Increase forest extension efforts
  - B. Establish firewood plantations (working with women's committees)
  - C. Promote agro-forestry work
  - D. Improve efficiency of cook stoves

## PHILIPPINES

### Country Summary

1. Forestry Development Strategy
  - A. Rural Development Forestry
  - B. Production forestry
  - C. Reclamation forestry
  - D. Support programs
2. Forestry Projects
  - A. Rural Forestry
    - community tree farms
    - forest occupancy
    - energy farms
    - family arrangement reforestation
    - KKK - national livelihood; programs that include agro-forestry and available loans
  - B. Production Forestry
    - seed orchards
    - log export
  - C. Environment Forestry
    - National Parks Division
  - D. Support Program
    - Land classification/inventory
    - Organization development
    - Foreign assistance projects
3. Collaboration
  - A. Peace Corps (56 volunteers): 3 programs - Appropriate technology, Agro-forestry, and Upland community development.
  - B. AID: Agroforestry (2 year old project)
  - C. PESAM (Program for Environmental Science and Management)
    - research group at University of Philippines at Los Banos, involved in several projects; Upland community development, land classification, hydro-ecology and training.

#### **APPENDIX F**

Project criteria were distributed to each country team, establishing a common framework for project design.

SOME PROJECT CRITERIA:

How closely does it come to meeting most of the following standards?

1. Contributes directly to increasing the capacity of beneficiaries to meet their basic human needs.

1	2	3	4	5
Directly		Indirectly		Doesn't Apply

In what ways does it? In what ways not?

2. Beneficiaries are people from the poor majority most in need of assistance, and women participate in project decisions and execution.

(Similar scale <sup>as in #1</sup> -- same questions - for each part of statement)

3. Projects seek a lasting solution through increasing local capacity to identify and solve problems.

(similar scale - same questions)

4. Community people consider the project to be important to them, and participate in all phases (planning, execution, monitoring/evaluation)

(similar scale -- same questions as in #1)

5. Relies principally on local material and human resources and on appropriate technology.

(similar scale -- same questions)

6. Volunteer assignments are focused at the local level where needs occur.

(similar scale -- same questions)

7. Volunteer assignments do not displace host nationals who are qualified or employable.

(scale - questions)

8. Projects <sup>is</sup> are complementary to the general development goals, related programs and projects of the host country, and to the efforts of other development agencies.

(scale - questions, for each part of the statement.)

## **APPENDIX G**

Each Country team prepared a preliminary plan for a potential forestry/natural resource project that they could continue to develop once they returned to their country.

## PAPUA NEW GUINEA

### Draft Project Plan

#### I. PROBLEM

Deteriorating environment in Markham valley is leading to social and ecological hardship in rural areas. More specifically:

- soil deterioration
- low garden productivity
- fuel scarcity
- outmigration

#### II. GOALS

Improvement and stabilization of village subsistence life and economy, and produce a model that applies to other areas of PNG with similar conditions.

#### III. OBJECTIVES

- A. Community awareness and participation in increased environmental use and conservation.
- B. Develop hamlet plans
- C. Develop fire control plans which promote upland recovery
- D. Increase income through agro-forestry cash cropping (food, fuel, timber)
- E. Development of charcoal production
- F. Easier access to forest resources
- G. Establish more effective provincial forestry extension service

#### IV. RESOURCES

- A. Personnel
  - 2 people per village
  - 1 person in provincial forest office
- B. Technical Resources
  - Utilize expertise available through local and donor agencies.
- C. Materials
  - seedlings
  - foods
- D. Funding
  - village contributions
  - PNG government offices, both provincial and national.
  - PVOs and People's Foundation of the South Pacific

#### V. PLANNING STRATEGY

- A. Provincial meeting with all concerned

## TONGA

### Draft Project Plan

#### I. PROBLEM

In Tonga, there is a decreasing supply of firewood used for cooking. This short fall is particularly critical on the small islands and in the urban areas. Ninety percent of the population depends on firewood for cooking.

#### II. GOALS - END OF PROJECT

- A. Firewood production will be increased and 50% of the tax allotments will have a firewood lot by 1984 - 80% by 1986.
- B. The agriculture and home economic extension officers will be skill-trained in agro-forestry techniques
- C. Individual family firewood consumption will be reduced as a result of conservation measures such as the use of efficient cooking stoves.

#### III. MAJOR OBJECTIVES - PROJECT LIFE

- A. Reduction in time, energy and money spent on the procurement of firewood by individual family units.

#### IV. RESOURCES

<u>WHAT</u>	<u>WHO</u>	<u>QUANTITY</u>
\$ for training and transportation costs	USAID	?
skilled extension advisors	Peace Corps	9 (over 5 years)
support of host country agriculture extension officers	Ministry of Agriculture, Fisheries, Forestry	long term
Cookstove pilot Project	F.S.P.	?
\$ for audiovisual materials	USAID	?
Agricultural statistician.	CFT	1 (over 2 years)

V. NEXT STEPS

- A. January 1982 - Project appraisal by:
  - Peace Corps
  - Foundatiuon of the Peoples of the South
  - Central Planning Office of Tonga Government
  - Extension Forestry Planning Unit, Ministry of agriculture, Fisheries and Forestry.
- B. February 1982 - Final Project Development
- C. March 1982 - Submission of PCV request
- D. March 1982 - Submission of PCV request
- E. January 1983 - Project begins.

## WESTERN SAMOA

### Draft Project Plan

#### I. PROBLEM

Forest and soil resources are being depleted due to a high demand for fuelwood in the Apia area and due to increased agricultural production of soil depleting crops, (especially taro) for export. The problems affect 50,000 Apia area residents who must pay high prices for fuelwood, and drink dirty water that results from increased sedimentation. The decline in soil fertility will eventually cause food and income problems.

#### II. SOLUTION

- A. Set up firewood distribution and marketing system for Apia.
- B. Survey and evaluate cookstove designr
- C. Introduce proven Leuceana/Taro agro-forestry into previously established village firewood lots

#### III. RESOURCES

- A. PCVs (14 volunteers over FY'82 - FY'84)
- B. Government of Western Samoa - 3 counterparts, manual laborers.
- C. USAID - financial assistance.

#### IV. NEXT STEPS

- A. Presentation to Peace Corps Country Director and to Chief Forest Extension Officer
- B. Contact Director Designate of Agriculture, Ministry of Agriculture; Prime Minister's Office, New Zealand; AID representative.
- C. Discuss with Papua New Guinea and Philippines possibility of third country pre-service training.
- D. Draft AID proposal to USAID, Fiji.

# THE PHILIPPINES

## Draft Project Plan

### I. PROBLEM

Rural income is declining in direct proportion to the scale of forest denudation and nonsustainable level of use practiced in upland areas of Xantik, Antique and Tambe, Buhi and Camarines Sur.

### II. GENERAL FOCUS

Long range project, collaborating with AID to increase rural income through agroforestry and soil conservation projects. The Lake Buhi project will be used as a pilot project.

### III. PROJECT GOALS

Production by 1990.

- A. Stabilize forest denudation and land use practices.
- B. Increase rural incomes by a minimum of 20%
- C. Upland farmers will have leased at least 50% of land in project area.
- D. Rehabilitate 2500 hectares of the most critically needed watersheds.
- E. Establish permanent market outlets for fruit and food products.

Capacity by 1990

- A. Establish capacity of upland people to manage local resources and to maintain incomes.

### IV. PROJECT OBJECTIVES

By 1990

- A. Produce 1,500,000 tree seedlings, planted by 1,000 upland farmers, 80% of trees should be producing by 1990.
- B. 100 kilometers of trails (graded access) will be constructed.
- C. 1,000 plots stabilized.
- D. Local water supplies, health centers, etc. are established for credibility.
- E. 50 - 80 core staff are on-board
- F. Training of local people
- G. 50 agro-forestry plots established.

### V. RESOURCES

- A. Funds; 60% AID, 40% Government of Philippines
  - land develop financial assistance
  - salaries
  - training

- visitation support funds
- research
- technical assistance
- staff

## VI. STEPS FOR FUTURE PLANNING

- A. Determine time, place, etc., of interagency meeting with USAID, Peace Corps and Ministry of Natural Resources
- B. Use extending volunteers to do base line data survey.
- C. Assign agro-forestry PCVs
  - April 1983, entry of trainees
  - June 1983, establishment of demonstration farms
  - December 1984, when trees already producing, assign marketing PCVs.

FIJI

Draft Project Plan

I. PROBLEM

Rural village life is economically stagnant and needs stimulation.

II. SOLUTION

Development of communal efforts to reforest and introduce agro-forestry techniques.

III. GOALS

To generate sustained income by marketing logs and agricultural products (cut down residual trees in logged over area and use dollars from sale to start agro-forestry projects).

Production

To reforest agricultural and tree crops on 17,000 acres and establish a communal trust fund to manage it.

Capacity

Training local villagers in logging, sawmilling, agro-forestry techniques, animal husbandry, accounting, management of funds.

IV. RESOURCES

<u>ITEM</u>	<u>SOURCE</u>	<u>QUANTITY</u>
land		17,000 acres
labor		3,000 people
technical skills	PCV, USAID consultants extension agents	8 PCVs
finance	Fiji Government USAID	\$46,000
management/committee	People of the village	

## NEPAL

### Draft Project Plan

Title: Agro-forestry Development in Eastern Terai Region of Nepal.

#### I. PROBLEM

- A. Shortage of fuelwood, animal fodder and building timber.
- B. Population increase of 2.5%/annum plus migration from mountainous regions of Nepal.
- C. Deforestation occurring at the rate of 1 - 3%/year, total depletion may occur within 15 years.
- D. Declining agricultural productivity; soil erosion, flooding.
- E. Local people unwilling to cooperate with government in forest development.
- F. Insufficient existing infrastructure; i.e., capable extension workers, level of research village incentives for nurseries.

#### II. GOALS (5 year life of project)

- A. Increase supply of firewood, fodder, and timber along with the improvement of the food supply situation in the project area.
- B. Improve the extension capability of host country officials and to obtain meaningful participation of beneficiaries.

#### III. OBJECTIVES

##### First Phase

- A. Improvement of existing forest which should meet 25% of the current needs

##### Second Phase

- A. Establish new plantations, 41,000 hectares
- B. Introduce agro-forestry techniques

• both A & B will take place on government land, private land and fringe land.

#### IV. ACTIVITIES

- A. Surveys of available land and people's attitudes
- B. Establishment of nurseries
- C. Agro-forestry trials
- D. Community training
- E. Small construction
- F. Farmer loan/grant program
- G. Provide high quality seedlings

- H. In-service training for staff
- I. Establish local and central committee

V. RESOURCES

A. Personnel

- PCV, (8 - 1<sup>st</sup> year, 12 rest of period)
- HM Government project official
- Local forestry extension workers
- Technical experts - ADB, UNDP

B. Land

C. Equipment

D. Financial for:

- technical assistance
- training
- commodities and equipment
- planting stock and fencing.

## THAILAND

### Draft Project Plan

#### I. PROBLEM

Destruction of forests caused by use of wood as fuel

#### II. SOLUTION

- A. Educate population to understand need for replenishment of natural resources and conservation.
- B. Introduce alternative energy sources such as biogas, windmills, small hydro, village woodlots, etc.
- C. Improve economic base for possible increase of personal income.

#### III. FIELD INPUT, First Phase

- A. Volunteers in existing projects could undertake secondary projects in nursery operations, inter-cropping schemes, conservation, alternative energy sources, and community development
- B. If these secondary projects evolve successfully and reach a level where more expertise is required, a second phase could be initiated.

#### IV. IMPLEMENTATION, Second Phase

- A. Trainee inputs, volunteer placement
- B. Site identification
- C. Ministry concurrence
- D. Collaboration with USAID, Canada, CUSO, Japan.

## SOLOMON ISLANDS

### Draft Project Plan

#### Malaita Province

##### I. PROBLEMS

- A. Need for income for people and province
- B. Cattle projects, which represent the easiest source of cash, divert suitable agricultural lands to less productive use and results in deteriorating watersheds.
- C. Large scale cash projects use garden lands; forcing gardens to poorer soil, onto less accessible, steeper slopes, allowing shorter fallow periods and overuse of land.
- D. Need for cash among rural people diverts vegetable/fruit produce to market, resulting in malnutrition among the rural population.
- E. Project must provide income for women and they must be capable of performing the work; e.g., Copra work is too difficult and relies on males for input.
- F. Communities have never received assistance in developing intensified agricultural systems. Only single crop demonstration projects have been set up.
- G. Communities are not experienced in working cooperatively.

##### II. SOLUTIONS

- A. Crop research station being established in pilot area.
- B. Pilot area chosen in response to local interest. No previous development activity has taken place in the area.
- C. Community provides lands for research and for pilot projects.
- D. Negotiations being conducted to secure land tenure to avoid future land disputes.
- E. Community association (land development cooperative) to be set-up. Provincial government is providing assistance in this endeavor. Goals of association are to explore alternatives, make decisions, learn to cooperate.

##### III. RESPONSIBILITIES OF PCV MARRIED COUPLE

- A. Live in/learn about the target community
- B. Work w/ community while attached to research station
- C. Supervise/train local counterparts (men, women)
- D. Serve as link with provincial government
- E. Investigate source of funding
- F. Serve as link w/ PVOs
- G. Female PCV work closely with women of community, identifying their needs for cash, nutrition and education in land use and agriculture. Ensure

- women's component of agro-forestry research at the station.
- H. Develop training models for community as a model for other projects in the province
  - I. Write reports.