PROCEEDINGS OF

# INTER-AMERICA FORESTRY WORKSHOP
(JUNE 21 - 27, 1981)

OFFICE OF PROGRAM DEVELOPMENT
FORESTRY/NATURAL RESOURCES SECTOR
PEACE CORPS

## EXECUTIVE SUMMARY

From June 21 to 27, 1981, the Peace Corps Forestry/Natural Resources Sector in the Office of Program Development, presented a forestry programming workshop. Eight Latin American and Caribbean countries--Costa Rica, Dominican Republic, Eastern Caribbean, Ecuador, Guatemala, Honduras, Jamaica, and Paraguay--were represented by host ministry personnel, Peace Corps and AID. Over 40 participants attended the workshop.

The objectives of the workshop were to:

- improve the capacity of Peace Corps, AID, and the host country ministries in planning, implementing, and evaluating forestry resource projects; and recognize the key success factors for such projects.

- facilitate collaboration among PC, AID, and private voluntary organizations (PVOs), and host country ministries in implementing projects compatible with their common missions.

- determine the technical knowledge and resources needed for successful forestry projects and identify agencies that can provide them.

- examine the practical aspects of combining programming, agency collaboration, and technical knowledge into a forestry project plan.

Workshop activities were designed to promote an interchange of ideas, experiences, and skills among participants from different countries and agencies. The format of the workshop included small group discussions on programming issues and agency collaboration; formal presentations by agencies on their

respective programming systems; field trips to current reforestation sites and the Center for Tropical Agriculture Research and Training (CATIE); and country team project planning sessions at which potential forestry/natural resource project outlines were developed.

There were several positive outcomes from the workshop. First, evaluations revealed that participants had acquired a better understanding of the programming process used by Peace Corps, AID, PVOs, and host country ministries. Second, participants benefitted from the exchange of technical and social information pertinent to the success of forestry/natural resource projects. Third, country teams composed of representatives from a host country ministry, Peace Corps, and in some cases, AID or a PVO completed preliminary forestry project plans for their respective countries.

## ACKNOWLEDGEMENTS

The staff of the Peace Corps Forestry/Natural Resources Sector in the Office of Program Development, would like to express its gratitude to everyone who assisted the Latin American Forestry Programming Workshop. The following people deserve a special note of thanks for their assistance: Pepe and Jean Lujan, Co-Directors, Peace Corps/Costa Rica; Gilberto Ugalde and Howard Lyons, Peace Corps staff, Costa Rica; Chico Rodriguez and Larry Laird, USAID/ Costa Rica. We would also like to thank Dr. Hernan Fonseca, Minister of Agriculture, Costa Rica; Dr. Jose Maria Rodriguez, Director of National Parks, Costa Rica; The Honorable Francis McNeil, U.S. Ambassador to Costa Rica and Steve Knaeble, Director, USAID/Costa Rica for their participation and support during the workshop.

In addition, we would like to acknowledge the cooperation and efforts of Mr. Gary Hartshorn of the Tropical Science Center (San Jose, Costa Rica); Dr. Paez, Dr. Budowski and other scholars of El Centro Agrinomico Tropical de Investigación y Ensenanza (CATIE) - Center for Tropical Agriculture Research and Training - in Turrialba, Costa Rica for their technical presentations.

Five Costa Rica Peace Corps Volunteers, Don Masterson, Michelle Cloutier, Rebecca Gerwin, Bob Carlson, and Gary Burniski were instrumental in the success of the Workshop.

Finally, we thank John Earhart, Peace Corps/Paraguay for his assistance in preparing this report.

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## PREFACE

This summary report provides the reader with a synopsis of the proceedings of the 1981 Latin American Forestry Programming Workshop in San Jose, Costa Rica. The purpose of the worskhop was to generate ideas for projects which will impact forestry problems encountered by rural populations.

In the past few years, an impressive amount of research, literature and programming has been designed, produced, and implemented to deal with the problem of rampant worldwide deforestation. There is a tremendous need to facilitate an international awareness and consciousness of the ramifications of environmental degradation, to increase current activities, and to discover new solutions that must be developed and implemented before there are no resources left to protect.

In order to better address this issue, the United States Peace Corps and the Agency for International Development (AID) embarked on a collaborative programming effort. It was felt that both agencies possessed vital human and financial resources that lent themselves to strengthening the United States role in addressing the deforestation issue. Additionally, both Agencies had identified the environmental protection sector as a high priority and an area worthy of increased emphasis and strength. As a result of this action, the Office of Program Development (OPD) in the Peace Corps and the Development Support Bureau (DSB) in AID signed a Participating Agencies Service Agreement (PASA). The primary objective of this agreement is to marshall the complementary strengths of both agencies in support of collaborative forestry projects throughout the world. The United States Forest Service is also involved in providing technical assistance to Peace Corps and AID.

This collaborative project was signed in August of 1980. Since that date, a variety of activities has evolved. The Inter-American Region was selected to initiate country specific

Forestry sector assessments. These assessments were designed to review current projects, examine the potential for new joint AID/PC/host ministry efforts in the area of forestry and natural resources, and facilitate in the selection of two countries for pilot forestry projects. Similar assessments were conducted in Africa and Asia/Pacific Region. In all, 25 countries were reviewed worldwide. Additionally, the United States Forest Service, in conjunction with the PC/AID PASA, has begun to establish a network system of tropical forestry experts. These consultants will be available regionally for the technical and programming needs of individual countries. This is a resource that can be tapped by both Peace Corps and AID missions in the respective regions.

# INTRODUCTION

The Peace Corps Forestry/Natural Resources Sector in the Office of Program Development held a regional staff forestry programming workshop in San Jose, Costa Rica from June 21 - 27, 1981. Discussion, presentations, and field trips focused on improving the design and implementation of forestry and natural resource projects through increased collaboration among host country ministries, Peace Corps, AID, and PVOs.

The purpose of this report is twofold: First, to document the activities and outputs of the workshop, and second, to explain the workshop process and outcomes to nonparticipants.

The report consists of an overview of the workshop, a description and comment on each workshop session, an outline of the workshop outcomes, and a discussion on collaboration by the authors. The appendices include a list of participants, preliminary project plans and other information.

## I. OVERVIEW OF WORKSHOP

The four broad objectives of the workshop were to:

- improve the capacity of Peace Corps, AID and host country ministries in planning, implementing, and evaluating forestry resource projects; and recognize the key success factors for such projects.

- facilitate collaboration among PC, AID, PVOs, and host country ministries in implementing projects compatible with their common missions.

- determine the technical knowledge and resources needed for successful forestry projects and identify agencies that can provide them.

- examine the practical aspects of combining programming, agency collaboration, and technical knowledge into a forestry project plan.

Representatives from eight Latin American and Caribbean countries - Costa Rica, the Dominican Republic, the Eastern Caribbean, Ecuador, Guatemala, Honduras, Jamaica, and Paraguay - attended the workshop. The participants invited from each country included two Peace Corps staff members, an AID staff member and a host country ministry official involved with Peace Corps or AID in planning forestry or natural resource projects. A majority of participating countries were represented by this blend of agency personnel. Some countries sent additional ministry officials or Peace Corps staff, providing a broader sharing of knowledge and perspective. The list of participants and their respective institutions is in Appendix A.

The workshop staff consisted of three Peace Corps/Washington staff members from the Office of Program Development, a programming specialist, two professional workshop facilitators, and five

Costa Rica Peace Corps Volunteers who served as small-group facilitators and translators. A list of staff members is also included in Appendix A.

The initial workshop activities included small group discussions consisting of participants from different countries and institutions. These groups were asked to discuss such topics as critical issues and obstacles to forestry projects, potential collaboration among agencies, and project planning issues. Workshop staff members facilitated the small groups by maintaining the focus of topics and recording discussions. A general discussion followed each small group activity and each group had the opportunity to present their conclusions.

A lecture format was used for the presentations of the programming system used by the various participating agencies. Other sessions included country teams preparing a preliminary forestry plan for each participating country and field trips to existing forestry projects as well as to The Center for Tropical Agriculture Research and Training (CATIE).

Informal evening sessions were also held during which presentations were made on tropical deforestation and ongoing country projects.

Throughout the workshop, two bilingual facilitators assisted in moving from one activity to another and assured that sequential or simultaneous translation occurred.

## II. WORKSHOP ACTIVITIES

The purpose of the workshop activities was to generate discussions and an exchange of ideas. To present best the outcomes of these activities the following sections are arranged with the general topic for discussion first followed by the outcomes and in some cases general remarks and an analysis.

### A. Participants Goals

In the first workshop session, the participants were asked to state their own objectives and goals for the workshop. This activity was undertaken to compare the individual needs of the participants with the four broad workshop objectives formulated by PC/Washington (which are listed in the preceeding section of the report).

The workshop objectives most commonly expressed by individuals were the following:

- exchange of technical information and experiences.
- develop strategies for technical exchange between countries and institutions.
- identify procedures for increased collaboration between PC, AID, PVOs and host country ministries.
- develop strategies for facilitating participation of local people in the project planning process.
- discuss the necessity of preplanning on the part of host country agencies prior to requesting involvement from international agencies.
- discuss methods for identifying, planning and implementing small scale forestry or natural resource projects and types of appropriate follow-up activities.

- analyze systems for prioritizing environmental problems so as to facilitate planning projects.

- discuss the strengths and weaknesses of national resource policies based on the "World Conservation Strategy" and other documents leading to national policy.

- discuss forestry training needs and methods.

- discuss institutional structures, needs and abilities.

The objectives of each small group were presented to all the participants. The majority stated that the objectives expressed in the small groups were generally covered by the four broad workshop objectives. Following this activity, the workshop staff adjusted the agenda to meet some of the expressed needs of the participants.

### B. Critical Issues in Forestry Projects

In an effort to identify and categorize natural resource programming problems, the participants were divided into small mixed groups to discuss individually what they felt were their major obstacles and constraints. The followng problems are those constraints commonly identified by the majority of the eight participating Latin American and Caribbean countries.

#### Technical

- Lack of knowledge on the dynamics of tropical forestry
- Failure to disseminate research information
- Need for appropriate technical transfer system
- Lack of appropriate monitoring and evaluation system
- Insufficient knowledge of second class wood utilization

Economic

- Lack of economic incentives for implementation of appropriate natural resource use
- Lack of funding for projects
- Unattractive investment posture
- Inappropriate use of dispersed funds
- Lack of economic expression of cost/benefit

Institutional

- Need for additional qualified personnel
- Lack of public land to reforest
- Excessive bureaucracy
- Little institutional coordination
- Lack of coordination with organizations in international development
- Lengthy AID project approval system
- Lack of continuity in efforts as a result of rapid personnel turnover
- Inappropriate national resource policy
- Reluctance on part of local ministry personnel toward living/working in rural areas
- Inability of Peace Corps to guarantee volunteers
- Lack of expertise on part of international agencies

Legal/Political

- Low priority given forestry sector by government
- Inappropriate or nonexistent legislation
- Lack of enforcement of forestry laws
- Lack of land titles
- Difficulty in preventing contraband wood use

Social/Cultural

- Land tenure
- Land distribution
- Traditional land use systems that often misuse natural resources
- Mistrust on the part of the target population of the agencies implemeting project
- Concept that renewable natural resources are inexhaustable
- Competing pressure for land use
- Distribution and growth of population
- Lack of full community involvement in the planning and implementation of projects
- Confusion between conservation and preservation
- Reticence to use available credit and technical assistance

Education

- Lack of formal and informal education in forestry/conservation
- Lack of awareness
- Lack of knowledge on part of programmers
- Lack of appropriate extension techniques

This activity illustrated that all participants faced similar constraints in their efforts to manage and protect the natural resources in their country. From this point on, workshop discussions focused on how to overcome some of these hurdles through appropriate project planning/design and greater collaboration between institutions.

## C. Programming Systems

Individual presentations were given to the group by representatives of the international organizations involved in the workshop, i.e., Peace Corps, AID, private voluntary organizations (PVOs) and host country ministries. Comments and discussion were invited after each presentation to provide suggestions for improved collaboration. Summaries of these presentations and discussions follow.

### Private Voluntary Organizations (PVOs)

Mrs. Helen Vukasin, a representative from CODEL (Coordination in Development), began the session with a general discussion of the role PVOs play in development programming. CODEL functions not only as a consortium (comprising some 40 PVOs) that encourages interagency collaboration but also as a natural resource conservation group. Mrs. Vukasin stressed that the primary objective of this program was to facilitate concern for the environment by development groups working at the community level. Mrs. Vukasin contrasted the characteristics of the various PVOs. These characteristics are listed below:

- Social rather than technical orientation
- Project initiative originating with target population
- Emphasis on small scale integrated projects using demonstration approach
- Programmatic flexibility
- Focus on improving traditional technology and transfer of appropriate technology
- Commitment to longterm projects
- Emphasize community self-reliance
- Mitigate negative effects on physical environment

Specific programmatic information was not given due to the large variety of organizations that CODEL represents. However

given the flexibility of each organizaton and the emphasis on small scale, it was suggested that PVOs could adapt to larger, more complex systems of other agencies providing they had similar objectives.

Mrs. Vukasin also presented ideas that could be considered constraints to PVO operations. These included the following:

- Need to respond to criteria of donor organizations
- Perpetual shortage of funds
- Variation in management and reporting system from strongly centralized to completely decentralized

Following the presentations, collaboration of PVOs with host country agencies and Peace Corps was discussed. Some of the ideas included:

- A central bank of information coordinated by PVOs to facilitate regional sharing of experiences (similar to TAICH Country Reports)
- Small group training in appropriate technology
- Formal training courses
- Curriculum development of environmental education
- Continued work in soil conservation, agro-forestry and agriculture

Agency for International Development (AID)

Continuing with the formal presentations, Mr. Larry Laird, representative of USAID's Rural Development Office in Costa Rica, summarized the AID programming process. As an introduction to his topic, Mr. Laird reviewed the various types of programs offered by AID. These are listed below.

1. Special Development Activities/Self Help Fund. $3 - 5,000 grant to small community development projects. 3 - 6 months to obtain funds.

2. Operation Program Grant; average of $100,000 donations with approval time of one year.

3. Basic Grant or Loan Project; $5 - 10 million average. The average time from start to finish is 2 - 3 years.

4. Guarantee Programs.

After a brief description of AID programs, the presentation continued with a review of the required documentation involved in a new project.

The first document in the planning process is the Project Identification Document (PID) which contains the following:

1. Summary of problems and proposed solutions
2. Financial requirements and plans
3. Evaluation of projects (required time, AID funds/policy)
4. Programmatic issues

Once a PID has been compiled, it must be submitted for review and approval to AID's central office in order to pass on to the next phase of the programming cycle.

The next required document is the Project Paper (PP). The purpose of this document is to provide a description and evaluation of the project, identification of the responsibilities of involved agencies and the implementation plan.

This detailed document is divided into four major sections:

1. Data review

- Recommendations
- Project descriptions
- Summary of conclusions
- Project problems

2. Project history and detailed description

3. Analysis of Project

- Technical analysis including environmental evaluation
- Financial plan analysis
- Social analysis
- Economic analysis

4. Plan of Implementation

- Administrative aspects
- Implemetation plan
- Evaluation plan
- Conditions of negotiation

This document is extremely detailed and meticulous and is not required for all programs.

Finally, other aspects of this programming system were examined. AID grants and loan projects contain a logical framework (log frame). This document or chart identifies four major categories: the goal of the project, the purpose, outputs, and inputs. Within each of these headings certain qualitative aspects must be involved such as: objective, compl- .on of success indicators, means of verification, and required condition for meeting objectives.

In open discussion several interesting points were raised and are listed below.

- restraints placed on AID by US Congress and host country governments causes much of the long programming delays.

- Since all projects involve at least 2 agencies and often more, delays are inevitable.

- AID has changed its approach to allow greater host country participation in project design and implementation which reflects PC and PVO modules.

- The forestry sector is and will continue to be an AID priority which, of course, infers potential enhanced collaboration with the agencies involved in the conference.

- AID/USFS Tropical Forestry Expert Network is rapidly developing in Latin America which means increased technical support.

- Mention was made of the availability of control funds from Washington both in the Latin America Bureau as well as the Development Support Bureau.

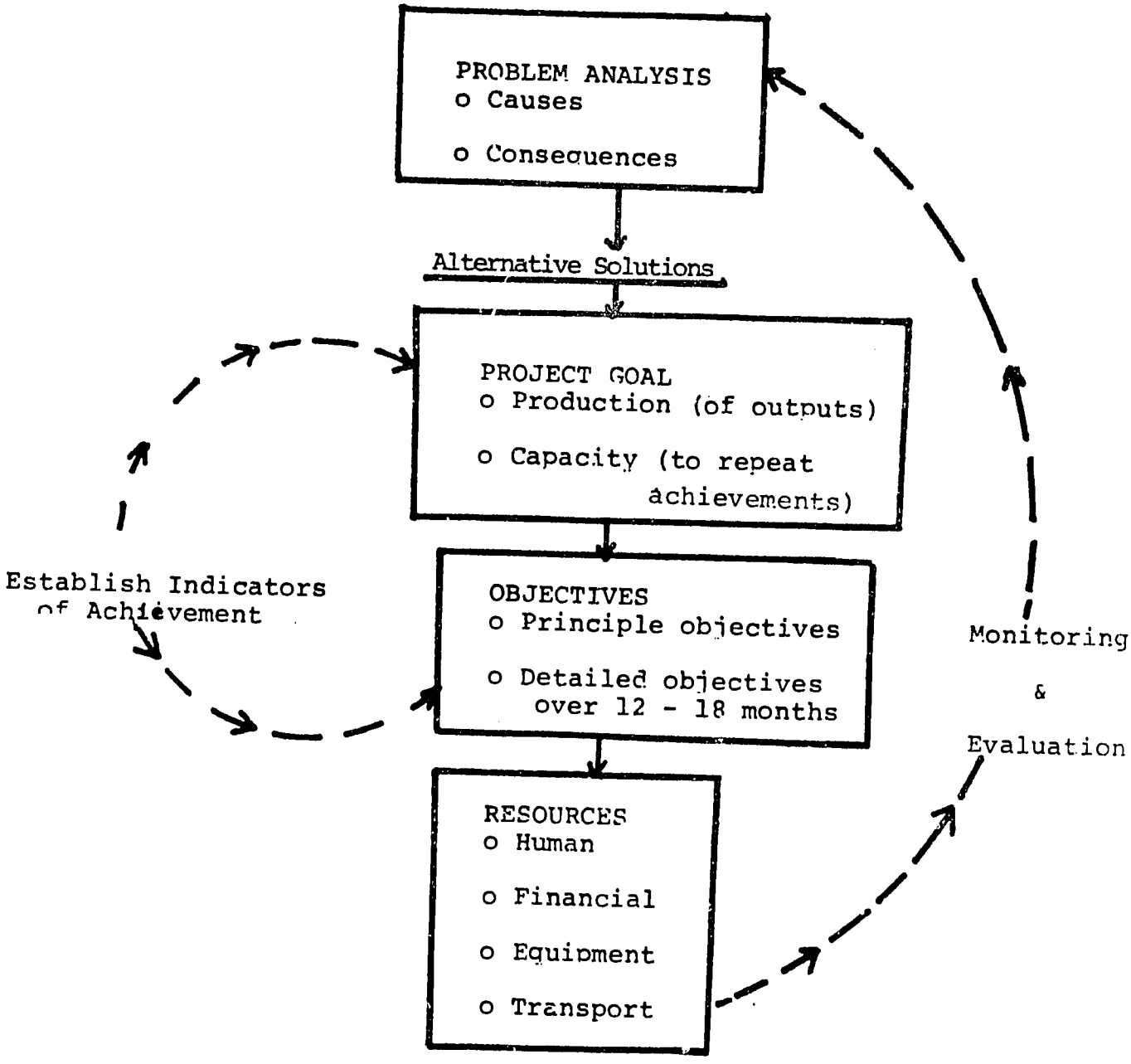
Peace Corps

Mr. Pirie Gall, formerly with Peace Corps/Washington, presented the Peace Corps programming system. He addressed the criteria and methods of the programming system and the Peace Corps Volunteer delivery system. The following is a list of the major criteria that Peace Corps uses:

- Direct contribution from target population.
- Long-term solutions that increase personal capacity.
- Community commitment.
- Reliance on local material, human resources and appropriate technology.
- Volunteer assignments suited to local needs.
- Volunteer assignments that do not displace qualified host country personnel.
- Goals that complement national development efforts and projects of other agencies.

The chronology and logic of the programming system is illustrated in the following flow chart.

## PEACE CORPS PROGRAMMING PROCESS



In addition to showing the one way flow of the logic design process, this chart also demonstrates the upward flow of evaluation of inputs to guarantee achievement of objectives.

In any discussion of the collaborative process, the problems of the uncoordinated timing of resources, either human or material, perpetually arises. So as to improve awareness of the Peace Corps Volunteer delivery system timing, a brief presentation of this process was given and is presented below.

- Identification of project/analysis of problem with HCA and collaborative agencies. Month #1.
- Preparation/revision of project plan, identification of volunteer services needed. Months #2 - 4.
- US recruitment, training plans, information for trainees and supervisors. Months #5 - 11.
- Training, site surveys. Months #12 - 15.
- Start work as PCV to serve 24 months.

In conclusion, it was noted that this was the ideal situation and that many of the facets were extremely variable. On the average, it takes 16 to 18 months to get a PCV on board for a potential project which demonstrates the need for long term planning.

Host Country Agencies

While many procedures in host country ministries were similar, some differences were identified.

First, one country received their budget automatically and planned their projects and expenditures according to this fixed level instead of vice versa. Secondly, another country had two

layers of project approval. Their project outlines were prepared first for review and approval by the Central Economic Council and then needed final authorization by the Central Planning Office. They also had their projects reviewed and evaluated by a private company contracted by the government perhaps similar to the U.N. Food and Agriculture Organization (FAO).

Finally, throughout the session, there were discussions about the differences between goals and objectives. The host country agency representatives viewed the ultimate long term desired solution to be the objective and the intermediate steps that are required to attain that objective as the goals. This, of course, is directly opposite to the Peace Corps definition of these terms, but the idea is similar in both instances.

D. Forestry Project Critique

Following the presentation on the programming process, small mixed groups were asked to critique a Peace Corps forestry project plan. The critique was based on criteria (Appendix B) that was developed by the workshop programming specialist. In addition, each small group considered how PC, AID and the local ministry could work jointly on the project. That is to say, what resources could each institution provide in a realistic time-frame.

The objective of this activity was to reinforce and clarify both the factors that are necessary for successful project planning and the roles that different institutions can have in a collaborative effort. Small groups produced the following critiques of the forestry project plan and suggestions for collaborative participation.

The most commonly perceived strengths of the plan were these:

- The project could improve the local capability to deal with problems.
- The problem was clearly identified.
- The PCV's role was well defined.

- Local participation was recognized as very important for project success.

- A very general type of evaluation was planned.

The most commonly perceived weaknesses of the plan were these:

- The methods and overall objectives of the project were not clearly defined.

- The local community did not take part in the original problem identification analysis.

- The socio-economic causes of the problems were not addressed in sufficient detail.

- The resources necessary to implement the project were not identified to a sufficient degree and a specific time-frame for completion was lacking.

- The PCV in-country constituents were not clearly defined.

- The time-frame for project activities, and the sequence of the tasks to be undertaken were not delineated.

- Project goals did not create a lasting or sustainable solution to the problem.

- Local ministry participation was not clearly addressed.

The most common suggestion for what role each institution could have in a collaborative effort are included in the following lists.

Agency for International Development

- assist in problem analysis and definition.

- provide financial and technical resources to institutional personnel and to beneficiaries.

- assist in technical training to local officials.

Host Country Ministry

- assist in problem identification at the local level and provide background information about the region, both environmentally and socially/politically.

- provide transportation and other material support for nursery development and general facilities such as office space and other project personnel.

- coordinate activities of other participating institutions.

- provide qualified personnel to work with and receive

training from other project personnel.

Peace Corps

- assist in both defining and analyzing problems at the village level.
- provide appropriate training for PCVs and local community involved in the project.

The effects of this critique illustrate that some very specific issues must be addressed in developing a forestry project plan. One of the most important issues discussed was the complementary yet distinct role each institution plays in collaborative efforts. It is important to note that the workshop participants all agreed that all three institutions should be involved in the initial project planning stage.

E. Field Trips

Two days of the workshop were devoted to field trips. This enabled the participants to combine the programming/institutional discussions with an examination of the social, financial and technical factors involved in forestry or natural resource planning.

For the first field trip, the workshop participants were divided into two groups to visit different sites. This enabled participants from each country to have a broader exposure to field projects in another country. The first group visited an overgrazed watershed where a local non-government group, ASCONA, and two Peace Corps Volunteers are promoting reforestation efforts among the local population. This group also saw an experimental reforestation plot conducted by the Ministry of Agriculture on private land. In this experimental plot the landowner and the ministry equally divide the cost of planting, maintaining and protecting the reforested plot. The wood products from five and ten year thinnings belong to the ministry. The harvested timber belongs to the landowner. The group was able to meet with local villagers and the Ministry of Agriculture regional representatives to discuss the environmental problems and possible solutions.

On the same day, the other group of workshop participants visited Uruca, the site of an AID watershed rehabilitation project. The participants met with the Costa Rican Ministry staff who are involved in the project and with the local farmers to become aware of their concerns and needs. After these discussions, the participants visited field activities that included field terracing, intercropping schemes, use of herbicides, and reforestation efforts on steep slopes. A unique feature of this project is that school children are involved in planting tree seedlings on prepared sites.

A discussion group was held on the morning following the field trip to enable the participants to share their impressions. These impressions are listed below.

- Political issues influence the degree to which environmental problems are addressed.
- Agricultural use of the land competes with forestry or natural resource projects.
- Local communities lack confidence in external assistance, whether from the national government or from international agencies.
- Demonstration projects are the most effective way to convince villagers to change or adopt new ways.
- Forestry projects may try to solve problems that are very complex and the solution may need many kinds of expertise.
- New sources of methods of producing income must be planned so local communities can see long term stability of the project.
- Belief that the views of the local communities must be the basis for planning forestry projects that involve multi-disciplinary expertise.
- The needs or views of one villager should not be interpreted as representing those of the rest of the community.
- The efforts of relatively few technicians can be multiplied through the use of local promoters/field workers.
- Project plans that focus on meeting the needs of farmers with larger land holdings.

The field visits to ongoing projects were very successful in

that they served as a basis for discussions, particularly about the social aspects of project implementation.

A second field trip was to the Center for Tropical Agricultural Research and Training (CATIE) in Turrialba. In opening remarks Dr. Gilberto Paez, the Director of CATIE and Dr. Gerardo Budowski, Director of the Renewable Natural Resource Project provided an overview of CATIE's history, purpose, and current activities. Other CATIE researchers led discussions on nursery development, appropriate species for reforestation in the humid tropics, agro-forestry, wildlands management, fuelwood and information/documentation of forestry research in Latin America. An itinerary of the visit, including the specific topics and speakers, is included in Appendix C.

In addition to the technical presentations, the workshop participants benefitted from CATIE's supply of technical and social publications on forestry and natural resource developments in Latin America and the Caribbean.

In general, the two field trips, one to ongoing projects, and the other to a technical center, satisfied the diverse interest and experiences of the group and provided a good mixture of current field operations with potential future improvements in environmental management.

F. Preliminary Project Plan

One of the principle activities of the workshop was for each country team to design a preliminary plan for a potential forestry or natural resource project in their country. This activity was designed to enable participants to use immediately the information presented in the workshop. Also, it enabled the country teams to work together in relatively undisturbed settings for several days. The preliminary plans that were designed by each country team are listed below and presented in more detail in Appendix E.

1. Costa Rica — Integrated Use in the Pilot Forest Reserve "Los Santos"

| | |
|---|---|
| 2. Eastern Caribbean | 20 Acre Model Agro-forestry Project |
| 3. Ecuador | The Forestry Component of the Salcedo Integrated Rural Development Project |
| 4. Guatemala | Protection of Small Watersheds |
| 5. Honduras | Multiple Use Management of Forest Resources |
| 6. Jamaica | Provisions for Energy Alternatives |
| 7. Paraguay | Protection of Small Watersheds |
| 8. Dominican Republic | Management of Natural Resources |

G. Discussion

One of the main objectives of the workshop was to enhance collaboration between national and international agencies working in natural resource conservation. Although the issue was addressed throughout the entire context of the workshop, a summary of the discoussion is presented to facilitate further in-country collaboration efforts in the field.

Discussion illustrated the many similarities and differences between hCAs, Peace Corps, AID and PVOs. Yet, it became apparent that most of the similarities could be capitalized on to improve efforts in reforestaton and that some differences were perhaps beyond the control of the participants.

Participants agreed that conservation of natural resources, education, training of host country nationals and the introductior of appropriate technology were all high priority issues. All agencies viewed the participation of the local population as indispensible and discussed shifting the planning and data collection to the field so as to address the needs of the target population. The programming systems of each organization also followed similar processes which consists of: identification of problems, potential solutions, activities, resource needs, and the development of implementation plans.

In addition to identifying some very important similarities, major differences were also encountered. The programmatic timing of all agencies varied greatly and the appropriate scale of projects differed among the agencies represented. Different international organizations are under different degrees of political and administrative constraints which strongly influence their flexibility in designing and implementing projects.

The participants conducted a task analysis of each agency, depicted in the following table, which illustrates the complementary nature of many of the activities.

| HOST COUNTRY AGENCY | AGENCY FOR INTERNATIONAL DEVELOPMENT | PEACE CORPS | PRIVATE VOLUNTEER ORGANIZATIONS |
|---|---|---|---|
| Identification of Needs and priorities | Participate in project planning | Participate in planning | Participate in planning |
| Participate in planning & implementation of project | Articulate AID priorities | Identification of PCV skills | Technical assistance |
| Develop Comprehensive collaboration plan | Financial inputs | Technical assistance | Material dissemination |
| Operational costs | Technical assistance | Counterpart training | Financial support |
| Personnel needs | Formal & informal training | Village level contacts | PCV supervision |
| Supervision of PCVs | Logistical support | Manpower | Coordinate collaboration |
| Insure institutional cooperation | Institute building and strengthening | Facilitate Collaboration | Identify needs at local level |
| Political orientations | Continuing placing forestry as priority | | Elicit information from traditional sources |
| Data collection | Seek out collaboration | | |
| Invite collaboration | | | |

As demonstrated by the table, there are some tasks that are common to all agencies, i.e., participation in planning and facilitation of collaboration.

In the natural resource field, collaboration between agencies can significantly improve projects, and solutions are being formulated to overcome the obstacles to collaborative efforts. During the workshop several recommendations and ideas were discussed as ways to enhance agency collaboration:

- Host country governments should assume the responsibility of forming a natural resource program committee involving all agencies, national and international, to participate in the formulation of priorities and plans.
- AID is continuing to utilize the host country officials more and more in their project development and execution, thus potentially enhancing communication with all agencies involved.
- AID will continue to treat forestry as a high priority, thus facilitating cooperation.
- PVOs must develop closer associations with AID and Peace Corps.
- The local population must continue to be involved in all facets of the projects.
- PVOs can coordinate address lists of agency newsletters which identify natural resource projects in developing countries.
- Centrally funded collaborative projects such as the current AID/PC Forestry PASA should be continued.

## III. WORKSHOP OUTCOMES

The Forestry/Natural Resources Sector Staff was very satisfied with the outcomes of the workshop. The outcomes listed below reflect the broad range of issues, problems and possible solutions that were examined throughout the course of the workshop sessions. Most importantly, country teams worked together and produced a product that could lead to a new or expanded forestry/natural resource project in their country.
The seven major outcomes are:

- Countries shared their experiences in forestry and natural resource projects with one another.

- Each participant attained a better understanding of the programming process used by Peace Corps, AID, PVOs and host country ministries.

- The objectives, roles, and functions of PVOs were explained to and discussed by the group.

- Participants exchanged technical information among themselves and received additional input during evening sessions and field trips.

- Participants gained a better understanding of how collaboration between international agencies and local ministries could enhance project planning and implementation.

- Country teams worked together in a relatively undisturbed setting and developed a better understanding of each person's expertise and skills.

- Each country team drafted a potential plan for a forestry project involving collaboration among the host country ministry, AID, and Peace Corps.

# APPENDIX A

## List of Participants

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# APPENDIX B

## CRITERIA FOR CRITIQUE OF PROJECT PLAN

## POSSIBLE CRITERIA FOR REVIEWING A PROJECT PLAN - Generic*

PROBLEM

What is the technical problem being treated?

Are the causes clear?

How does the problem affect people?

Who are the people being affected? Neediest?

Is the problem quantified, understandable to a lay person?

GOALS

Is the production goal quantified? Realistic? Related to the problem?

Is there a capacity-building goal?

How will people's lives be improved when this project is over?

OBJECTIVES

Are there major project objectives which show how the goals (production, capacity) will be reached?

Are the objectives quantified, time-specific?

RESOURCES

Have the needed technical resources been identified? For the life of the project?

Have the appropriate sources for those resources been identified?

Have all the kinds of PCV roles and assignments been identified?

Do volunteer roles change during the project, covering both changing technical requirements and the tasks needed for capacity-building?

OTHER (Philosophical)

Are affected people involved in planning/executing the project? Appropriate low-cost technology, local resources being used? Does the project promote a lasting solution, decreasing dependency of people, government?

*You may want to add forestry substance.

# APPENDIX C

## ITINERARY AND SPEAKERS AT CATIE

## ITINERARY AND SPEAKERS AT CATIE

| | |
|---|---|
| 9:00 - 9:30 | Orientation to Catie,<br>Dr. Gilberto Paez, Director |
| 9:30 - 10:00 | Renewable Natural Resources Program:<br>Projects and projections for Central America,<br>Dr. Gerardo Budowski, Chief of RNRP. |
| 10:15 - 11:40 | Forest Production Project<br>1. Nurseries and Forest Plantation in the Tropics, J. R. Palmer.<br>2. Some Appropriate Species for the Humid Tropics, Pablo Rosero. |
| 11:40 - 12:30 | Tour of reseach facilities; nurseries, agro-silviculture practices, and orchard/coffee management. |
| 12:30 - 1:15 | L U N C H |
| 1:15 - 2:30 | Agro-Silviculture Project<br>1. Information About the Production of Cordia alliodra in Association with the Production of Coffee, John Beer.<br>2. Production for Agro-Forestry Systems on Degraded Soils, Dr. Jochen Heuveldop. |
| 2:30 - 3:00 | Forest Reserve Management; Management of Forest Reserves in Central America, Craig McFarland. |
| 3:10 - 3:50 | Fuelwood and Alternative Energy Project;<br>CATIE/RCCAP, Nico Gewald. |
| 3:50 - 4:20 | INFORAT: Forestry Information and Documentation for Tropical America, Humberto Jimenez Saa. |

# APPENDIX D

## DRAFT PROJECT OUTLINES

## St. Lucia, Eastern Caribbean

I. TITLE: 20 Acre Model Agro-Forestry Project

II. PROBLEM:

1,000 farm families on 6,000 acres of steep lands are experiencing reduced incomes due to poor agricultural practices. This increases pressure for lands in existing forest reserves.

III. SOLUTION:

Establish a 20-acre model project where six farm families, practicing agro-forestry, can increase their farm income while simultaneously reducing soil erosion and loss of soil fertility.

IV. ACTIVITIES:

Train farm families in agro-forestry techniques.

Train community members in nutrition and home management.

Encourage co-op activities and improve existing marketing techniques.

Secure sound land titles for the participating farm families.

Convene intra-agency meetings on a quarterly basis.

Conduct semi-annual evaluations involving all agencies.

V. RESOURCES:

Human; locate a Peace Corps Volunteer with agriculture and/or extension experience.

Material; hand tools, plant stock, equipment to protect nurseries and outplanted stock, educational materials.

VI. EVALUATION:

Determine the number of acres improved and trees planted.

Examine attitudinal differences regarding new agricultural/ forestry practices.

Measure crop output, livestock improvement.

Measure the increase in water quality and quantity.

Discuss the effectiveness of the training programs with participants.

Determine viability of co-ops.

Measure the increase in the number of land titles secured and loans disbursed.

VII. POTENTIAL PROBLEMS:

Administrative delays

Selection of farm families

Obtaining a qualified, trained Peace Corps Volunteer

Obtaining a soil conservation engineer

## Dominican Republic

I. TITLE: Management of Natural Resources

II. PROBLEM:

Disappearance of forest resources in arid zones due to the constant use of wood for fuel.

Removal of wood from ecologically sensitive areas which results in declining water supplies, decreasing soil fertility, and negative impacts on hydroelectric and irrigation projects.

Eighty percent of the Dominican population uses wood for fuel.

Efficient subsistence agriculture in forest areas in arid zones.

III. SOLUTION:

Conduct studies of local energy use.

Enable farmers to become self-sufficient in energy.

Manage forest in arid zones to produce wood for firewood and charcoal.

Use appropriate technology to obtain energy from sources other than the forest.

Integrate the knowledge of the farmer with energy production methods.

Establish forest plantations.

IV. OBJECTIVES:

**Phase I**

Determine the area, species, and techniques of establishing and managing forest plantations.

Analyze the production and marketing procedures that will be necessary.

Study the socio-economic characteristics of the community.

**Phase 2**

Organize the farmers to improve marketing techniques of fuelwood and charcoal.

Design and demonstrate improved household cookstoves. Introduce species; conduct pilot plantations of fast growing species; start nurseries; document growth rates of species

and the costs involved.

Protect stock that has been outplanted.

V. RESOURCES:

Human; obtain through institutional cooperation between Peace Corps, U.S. Forest Service, AID, Departments of Forestry, Agriculture and the Agrarian Institute of the Dominican Republic, National Commission of Energy, and the National Parks Office.

Material; land, seeds, fertilizers, pesticides, machinery, tools.

VI. POTENTIAL PROBLEMS:

Institutional integration

Locating qualified personnel

Enacting appropriate forestry legislation

Community participation

Lack of base-line data

VII. EVALUATION METHODS:

Determine the number of:

- families that have adopted new cooking/farming practices,
- hectares reforested,
- families gaining permanent income apart from forest products,
- families involved in community forestry projects,
- people affected by the project.

VIII. ADDITIONAL INFORMATION NEEDED:

- commitment of funds to the project,
- commitment among national institutions to collaborate.

## Guatemala

I. TITLE: Protection of Small Watersheds

II. PROBLEM:

There is insufficient water to meet the needs of the population.

III. SOLUTION:

Protect 2,000 hectares of watershed in 8 rural communities, benefiting 25,000 inhabitants. Agencies involved include AID, Peace Corps and INAFOR.

IV. OBJECTIVES:

Between 1982 and 1987:

- conduct an area survey,
- identify local leaders,
- train project staff,
- promote the project,
- implement the project.

V. RESOURCES:

Human; technicians, Peace Corps Volunteers, counterparts, and community members.

Financial; staff salaries, equipment, materials, training costs, other expenses.

VI. EVALUATION:

Direct and indirect analysis of project achievements.

VII. PROBLEM AREAS

Current status of infrastructure development in the project area.

Cultural traditions of the communities and the resistance to change.

Legal constraints regarding forest protection and land ownership in general.

## Jamaica

I. TITLE: Provisions for Energy Alternatives

II. PROBLEM:

The rising cost of fuel affects everyone, especially the poor.

III. SOLUTION:

Increase the production of wood and other plant material for fuel.

IV. OBJECTIVES:

Production;

- Annually establish 500 acres of fuelwood plantations for 5 years for charcoal production.
- Develop an additional 5,000 acres of biomass plantations for energy purposes.

Capacity:

- Train foresters in management and supervisory skills, silviculture, mensuration, etc.,
- Train villagers in nursery establishment practices and promote energy conservation at the local level,
- Establish a forestry extension system involving foresters, agricultural extension officers, farmers and community leaders,
- Establish a marketing system for fuelwood and charcoal.

V. ADDITIONAL INFORMATION NEEDED:

Identify project beneficiaries.

Estimate project benefits, impacts and spin-offs.

Acquire technical information concerning fuelwood/energy plantations in Jamaica.

Determine current level of interest of identified local communities.

Identify other agencies working in the area, sources of funding and necessary resources.

Investigate marketing strategies.

## Ecuador

I. TITLE: The Forestry Component of the Integrated Rural Development Project in Salcedo, Ecuador

II. PROBLEM:

The project area covers 30,000 hectares. In this area, the farmers lack fuelwood, water for drinking and irrigation, and the land has declining productivity due to increasing soil erosion. It is estimated that within the project area there are 6,000 hectares of forested land, of which 400 hectares are already badly degraded. This results in increased soil erosion, and a lack of building materials within the project area which adversely affects surrounding areas.

III. SOLUTION:

Reforest 400 hectares by establishing forest plantations and other conservation measures as well as promoting soil stabilization methods, the production of fuelwood, and increasing local employment opportunities.

IV. ACTIVITIES:

Form a project committee.

Integrate the forestry efforts into the Integrated Rural Development Project.

Conduct forestry extension in the project area.

Establish a forest nursery with annual production of 400,000 seedlings.

Prepare the sites for outplanting.

Establish work agreements with local communities.

Train local community members in the various activities involved in forestry development.

Integrate forestry activities with other development efforts in the community.

Identify other responsibilities of participating institutions.

Disseminate the results obtained.

## Costa Rica

I. TITLE: Integrated Use in the Pilot Forest Reserve "Los Santos"

II. PROBLEM:

Increasing population causes land to be used inappropriately. Existing cultural traditions, land ownership and land tenure systems result in poor use of forest resources which exacerbates socio-economic problems.

III. SOLUTION:

Take the necessary steps to protect, manage and conserve the forest resources of the country in accordance with multiple use principles of forest resource management.

IV. OBJECTIVES:

Promote and establish the development of a pilot area that is managed on a multiple use basis.

Manage an area of 10,000 hectares in the Forest Reserve "Los Santos."

Improve the socio-economic level of the population in the project area.

Increase the awareness of the local population about the importance and the benefits of renewable natural resources through environmental education.

Integrate the participation of the institutions involved in the project.

V. ACTIVITIES:

Publicize the goals of the project.

Identify the areas with decreasing forest cover.

Conduct base-line studies of agricultural use, forest inventory, wildlife census, hydrologic and geologic data, and existing infrastructure systems.

Conduct complementary studies in regional economics, marketing structures, and rural development.

Undertake a land-use classification system.

Organize the project management.

Revise the management plan when necessary and execute project.

VI. RESOURCES:

Human; technical specialists, social scientists, economists.

Material; equipment, tools.

Financial; internal and external sources, start-up operating funds.

VII. EVALUATION:

Regular meetings among project managers

Questionnaires to determine future activites

Monitoring of existing activities

Accounting records

## Paraguay

I. TITLE: Protection of Small Watersheds

II. PROBLEM:

Forest resources in small watersheds in eastern Paraguay are being degraded which results in diminishing financial income to local farmers.

III. SOLUTION:

Successfully get agriculturalists in the affected areas to undertake activities that reduce soil erosion, increase reforestation, and improve soil fertility.

IV. ACTIVITIES:

Establish a coordinating body for the project.

Design a training program for forest technicians, extension workers, and Peace Corps Volunteers.

Establish community nurseries.

Prepare for extension activities:

- identify community leaders,
- motivate community members,
- form local groups to perform work.

Execute reforestation and soil conservation activities on a small scale.

Monitor and evaluate project actions and outcomes.

V. RESOURCES:

Training; technical information, materials, methodology.

Nurseries; technical personnel, seeeds, funds, tools.

Extension; technical staff, materials.

Execution of Activities; technical assistance, tools, funds.

VI. EVALUATION METHODS:

Establish a chronology of activities to measure progress and to examine the degree of involvement by the beneficiaries. The evaluation instruments will be designed according to the objectives of the project.

VII. PROBLEM AREAS:

Lack of motivation among the local people.

Insufficient number of staff and counterparts.

Early termination of Peace Corps Volunteers.

Inadequate professional and cultural skills of PCVs.

Limited financial resources.

## Honduras

I. TITLE: Multiple Use Management of Forest Resources

II. PROBLEM:

One third of the poorest people in Honduras live in areas classified as forests. These people subsist on agricultural practices that destroy the forest resources and do not give the farmer any sustained benefits from the forest.

III. SOLUTION:

Involve the rural people who live in the forest in managing the forest to reduce existing harmful activities and increase the benefits derived from forest resources.

IV. OBJECTIVES:

Disseminate ideas, models and methodologies that facilitate the execution of social forestry efforts.

Promote and develop a system of social forestry activities that proportionately distributes the economic and social benefits to the farmers that live in the forest area.

Train the farmers who live in the forest in methods that will increase their productivity in the use of natural resources.

V. ACTIVITIES:

Enforce existing forestry regulations.

Develop alternative uses of forest products:

- review regulations governing the use of forest products,
- promote small industries that will make greater utilization of forest resources.

Develop fuelwood plantations.

Develop appropriate land use systems to establish agro-pastoral activities.

VI. RESOURCES:

| | Resources | | |
|---|---|---|---|
| Organization | Financial | Human | Technical |
| COHDEFOR | X | X | X |
| AID | X | | X |
| MRN | X | X | X |
| PCV | | X | X |
| CATIE | X | | X |
| PVO | X | X | |

RESOURCES (Continued)

| | Financial | Human | Technical |
|---|---|---|---|
| CIDA | X | | X |
| Communities | | X | |
| CELADE | X | | |

VII. POTENTIAL PROBLEMS:

Institutional collaboration

Sufficient financial assistance

Cultural resistance to new ideas

VIII. EVALUATION:

Establish social forestry statutes in the forestry regulations.

Determine the number of groups practicing agro-forestry.

Determine the number of small industries established.

Determine how much the rate of fuelwood consumption has declined.

IX. ADDITIONAL INFORMATION NEEEDED:

Base-line data on the rate of deforestation,

Base-line data on the population characteristics in the forested areas.