

AN EVALUATION OF THE POTENTIAL FOR PEACE CORPS/AID/HOST COUNTRY

COOPERATION IN

SOCIAL FORESTRY PROJECTS

C O S T A R I C A

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PREPARED BY

John N. Shores

&

Bradley R. Cross 2/

for

OFFICE OF PROGRAMMING & TRAINING COORDINATION
PEACE CORPS
WASHINGTON, D.C. 20525

1/ Both at: School of Natural Resources,
The University of Michigan
Ann Arbor, Michigan 48109

EXECUTIVE SUMMARY

COSTA RICA P A S A R E P O R T

I. HOST COUNTRY GOVERNMENT AGENCIES

Development priorities have included highly visible projects such as energy production and improved infrastructure with agricultural production and marketing, health, land tenure and conservation also receiving attention. Deforestation is recognized throughout Costa Rican society as a top priority. Growing economic instability and an approaching presidential election will strongly influence government activities in the coming year.

The General Forestry Directorate, DGF, has primary responsibility for forestry in Costa Rica and includes 6 departments: Forest Exploitation, Research, Reforestation, Economics, Watershed and Land Classification, and Forest Reserves. DGF receives continued and growing government support and concentrates its activities in reforestation and forest exploitation. For the next 5 years, priority areas are industrial reforestation, training, watershed management, silvicultural research, and forest reserve management. DGF's public image has declined due to its perceived inability to halt or reduce deforestation.

DGF is the principal Costa Rican agency in a new USAID project entitled Natural Resource Conservation which is designed to strengthen the institutional capabilities of the Ministry of Agriculture to manage natural resources.

In the last 5 years, DGF has not worked with Peace Corps.

DGF has worked with FAO, and major loan institutions have been involved in forestry related projects in Costa Rica.

II. REGIONAL DEVELOPMENT ORGANIZATIONS

CATIE, The Center for Research and Training in Tropical Agronomy, is a non-governmental organization working throughout Central America and Panama. The principal goal of CATIE is to improve the small farmers' income and well-being through

development of appropriate technologies and agricultural systems. Goals in CATIE's renewable natural resource program include reducing deforestation while increasing productivity of forest lands, agro-forestry, fiber production, watershed management and wild lands management.

CATIE has worked in future aspects of fuelwood projects being conducted throughout Central America. However, CATIE and PC/CR have differences of opinion concerning the most appropriate use of PC volunteers, e.g., research or community involvement/extension. Both CATIE and PC want to develop a better working arrangement in the future.

III. PEACE CORPS

Two Peace Corps staff members currently supervise 11 forestry/natural resource PCVs working in 4 agencies. The number of volunteers in this sector is expected to increase to 40 by the end of 1981. Current projects include tree nursery development, forest extension, agro-forestry, watershed extension, forest and park management and environmental education. The success of projects and agency technical support and transportation vary with each volunteer.

There have been no formal collaborative PC/AID projects in Costa Rica although PCVs have worked in AID funded programs. The new Co-PCDs have expressed an interest in cooperating with AID and feel that PC must participate early in the design stage of project development to ensure program compatibility.

The PC/CR relationship with the Ministry of Agriculture and Livestock is excellent. PC has had some contact with CARE through a soybean project and PCVs have worked with ASCONA, a non-governmental organization, in establishing an environmental education program on a national level.

IV. AID

Staff at AID/CR do not possess technical skills in forestry or natural resources but can rely on AID specialists in the regional office and on local consultants.

AID has given two OPGs to ASCONA for environmental education projects and currently is implementing a \$9.8 million loan for a

Natural Resources Conservation project focusing on: Policy Analysis and Research, Pilot Micro-Watershed Management, Reforestation and Cattle Management Improvement, Forestry Production Pilot Project, Preparation of Five Resource Management Plans, and Environmental and Conservation Education Activities. The Majority of these activities will be implemented through DGF.

AID relations with NGOs and PVOs have been positive although there are relatively few PVOs working in Costa Rica and none are involved in forestry projects.

The relationship between AID and PC is improving although in the past it has been characterized by poor communications, major assumptions about each other's role and willingness to participate in certain activities, and personal rather than institutional cooperation. Increased collaboration is expected as the Natural Resources Conservation Project is implemented.

V. TRAINING

PC staff is very satisfied with skill-trained volunteers. Host Country agencies and AID find skill-trained volunteers acceptable when the PCVs skills are clearly identified. Although there are no skill-trained volunteers currently working in forestry or natural resource projects, both DGF and AID identified forest extension, reforestation, soil conservation and public education campaigns as potential areas for the future. Skill trained volunteers are used in health, agriculture and appropriate technology projects.

Forestry skill-training areas could include nursery management, extension skills, soil conservation, pomology, agro-forestry, dendrology and reforestation. Some of these skills could be provided to PCVs working in 4H and community gardens also.

Both PC and the Costa Rican agencies were very interested in training counterpart with PCVs during in-service training.

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ITINERARY

25 February 1981

Gilberto Ugalde, APCD/Forestry & Conservation

26 February 1981

Pedro Lujan, Co-PCD

Jean Lujan, Co-PCD

Gilberto Ugalde, *

Juan Coward, APCD/Agriculture

Karen Mitchell, PTO

Bob Carlson, PCV

Jim Barborak, Advisor/SPN

Owen Ramirez Ruiz, Supervisor of Affiliated Clubs/ASCONA

Santiago Mesen, Vice President/ASCONA Puriscal

27 February 1981

Craig MacFarland, Head, Wildlands Management Project/CATIE

Roger Morales, Assistant, Wildlands Management Project

Marcos Mesen, General Director, Diversification Agricola

Hernan Garcia, Chief, Aquaculture/Diversificacion Agricola

Michelle Cloutier, PCV

Donald Masterson, PCV

28 February 1981

Bob Carlson, *

Sarah Severence, PCV

1 March, 1981

Gilberto Ugalde, *

Thomas Lomors, Employee SPN

Cindy Hypki, Volunteer w/SPN

2 March 1981

Gilberto Ugalde, *

Juan Coward, *

Gary Burniske, PCV

Rodrigo Gonzalez Meza, Chief, Department of Forestry Research/DGF

Guillermo Porras Sandoval, Chief, Department of Reforestation/DGF

3 March 1981

Steve Haynes, DO/AID/CR

Francisco Rodriguez, Contractor, AID/CR

Karen Mitchell, PTO

Jean Lujan, Co-PCD

1

3 March, 1981 (Continued)

Jean Lujan, *
Gilberto Ugalde, *
Bob Carlson, *
Jim Barborak, *
Guillermo Canessa, Director/Palo Verde Wildlife Refuge
Kurt Kutay, Advisor/APN

4 March 1981

Mario Andres Boza, Director, Environmental Education Program/UNED
Stephen P. Knaebel, Mission Director, AID/CR
Kurt Bachman, Research Associate, Tropical Science Center

5 March 1981

Gerardo Bodowski, Head, Renewable Natural Resource Program/CATIE
Craig MacFarland, *
Roger Morales, *
Nico Gewald, Coordinator, Firewood Project/CATIE
Jeff Jones, Staff Anthropologist, Firewood Project/CATIE
Paul Dulin, Assistant, Fuelwood Project/CATIE
Jean Lujan, *
Gilberto Ugalde, *
Gary Burniske, *
Alvaro Ugalde, General Director/SPN
Kim Clarkin, PCV

6 March 1981

Mario Cardenas Cruz, Director, FAO/DGF Project
Mary Kilgar, Deputy Director/AID
Bastion Schouth, Operations and Loans Officer/AID/CR
Gary Hartshorn, President, Tropical Science Center
Lynn Hartshorn, Research Assistant, Tropical Science Center
Peter Harris, Costa Rican Director, Center for Human Potential
Neal Dingott, Administrative Director, CHP
Tom Gardner, Agricultural Technical Coordinator
Karen Mitchell, *
Jean Lujan, *
Gilberto Ugalde, *

INTRODUCTION

This report has been prepared for the Forestry Sector in the Office of Programming and Training Coordination of Peace Corps in conjunction with the PC/AID Forestry PASA (#936-5519). This report presents a brief overview of the institutions and activities concerned with forestry and natural resource projects in Costa Rica. The information will assist the Peace Corps and AID Washington staff to design and implement future forestry PASA activities through a better understanding of field operations and needs. Also, it is hoped that this report will provide in-country donor agency staff and government officials with an objective perception of current environmental projects, institutional capabilities and relationships, and possible areas for expansion.

The issues presented correspond to an outline (Appendix A) that Peace Corps/Washington provided each assessment team. We suggest that the reader review this outline of issues prior to reading the report to facilitate understanding the format and content. The issues were chosen because they will influence future Peace Corps, AID, and host country agency collaborative forestry efforts.

During the 10-day assessment visit to Costa Rica, interviews were conducted with key personnel from Peace Corps, AID, and host county ministry institutions involved in forestry and natural resource activities. Site visits were also made to representative project areas and institutional facilities within the country.

The content of the report represents the authors' viewpoint resulting from the interviews, site visits, and review of available documents. The authors wish to express their appreciation to all who contributed time and energy to making the visit complete. It is hoped that the results represent a balanced and objective analysis of a complex series of activities.

HIGHLIGHTS

- o Costa Rica is a relatively well developed country with GNP/capita greater than US \$1,400 (1977) and a similarly high per capita income.
- o The national literacy rate is one of the highest among developing countries and general environmental awareness is similarly high.
- o The government of Costa Rica, from the President on down, has recognized deforestation as a major problem.
- o Peace Corps/Costa Rica is currently involved in natural resource related projects with SPN, ASCONA, ITCO, CATIE, Diversificacion Agricola, and several universities in small but diverse conservation programs.
- o The Puriscal region is considered a top priority for efforts by DGF, ASCONA, Peace Corps, and AID.
- o The regional fuelwood project directed by CATIE and funded by AID through ROCAP is a practical community-oriented project.
- o AID and Peace Corps have a history of relatively poor cooperation when planning collaborative efforts.
- o Diversificacion Agricola would make an interesting case study for a PC Fellow so that the key to its success might be shared.
- o The Natural Resource Conservation Project is the largest project in the current AID/CR portfolio.
- o ASCONA, the major conservation NGO in Costa Rica, receives the major portion of its funding from AID through OPG monies.

- o Costa Rica enjoys a high level of tropical forestry expertise available locally from CATIE, OTS, the Tropical Science Center, and other institutions.

DISCUSSION

In several of the discussions with assessment team members, representatives of the participating institutions expressed interest in concentrating efforts in one region of the country, Puriscal. ASCONA and DGF officials suggested that the region be declared in a state of emergency. Coordinated efforts aimed at promoting the recovery of the devastated landscape would be initiated by a consortium of institutions including ASCONA, DGF, PC, and AID. All have expressed a willingness to treat this area as a priority pilot project.

DGF already has a roadside reforestation demonstration plot in the area. ASCONA has an affiliated club in the county seat. AID selected the region as one of the pilot projects under the Natural Resource Conservation Project. Peace Corps has already participated in a watershed analysis of the region. All four of these parties have expressed an interest in cooperating in general, and in this area specifically.

The role or function of Peace Corps volunteers in Costa Rican government agencies was discussed with individuals from all institutions participating in this assessment. Though by no means unanimous, responses tended to support the conclusion that PC efforts in Costa Rica are largely gap-filling.

Costa Rica has achieved a relatively high level of prosperity and general well being for its population. Education is a major goal of the government and the literacy rate reflects this commitment. The most often mentioned problem facing agencies was not that of locating qualified personnel, but rather the problem of locating funds to pay them competitive salaries. PCVs are seen as a low-cost way of expanding personnel numbers.

Host country agencies do not view PCVs as sources of skills for technology transfer, but rather, simply as skilled personnel to perform tasks when GOCR budget levels are inadequate to hire host country nationals. This explains in part the general reluctance to assign counterparts. Volunteers are requested to fill gaps where HCA budgets do not permit adding new employees. Once the budget is expanded, the available HCNs can take the place of the PCV, and the request to PC for volunteers is dropped. The transfer of PCV skills to a HCN counterpart is not seen by HCA as an important need, and generally there is no commitment to full-time counterparts.

ACRONYM LIST

AID	Agency for International Development
AID/CR	AID Mission to Costa Rica
APCD	Associate Peace Corps Director
APN	Asociacion para la Conservacion de la Naturaleza
BID	Banco Inter-Americano de Desarrollo
BNCR	Banco Nacional de Costa Rica
CATIE	Centro Agronomico Tropical de Investigacion y Ensenanza
CARE	Cooperative for American Relief Everywhere
CDSS	Country Development Strategy Statement
CHP	Center for Human Potential
CP	Counterpart
DIV AG	Diversificacion Agricola
DGF	Direccion General Forestal
FAO	United Nations Food & Agricultural Organization
GOCR	Government of Costa Rica
HCA	Host Country Agency
HCM	Host Country Ministry
HCN	Host Country National
ICE	Instituto Costaricense de Electricidad
ICT	Instituto Costaricense de Turismo
IDA	International Development Agency
ITCO	Instituto de Tierras y Colonizacion
ITCR	Instituto Tecnologico de Costa Rica
MAG	Ministerio de Agricultura y Ganaderia
MEP	Ministerio de Educacion Publica
NGO	Non-Governmental Organization
OFIPLAN	Oficina de Planificacion Nacional y Politica Economica
OPG	Operational Program Grant
OPTC	Office of Programming & Training Coordination
OTS	Organization for Tropical Studies
PASA	Participating Agency Service Agreement
PC	Peace Corps
PC/CR	Peace Corps
PCD	Peace Corps/Costa Rica Director
PC/W	Peace Corps/Washington
PTO	Programming & Training Officer
RDO	Rural Development Officer
ROCAP	AIDs Regional Office for Central America & Panama
RPCV	Returned Peace Corps Volunteer
PVO	Private Voluntary Organization
SEPSA	Secretaria Ejecutiva de Planificacion del Sector Agricola
SKT	Skilled Trained Volunteer
SPN	Sociedad de Parques Nacionales
UCR	Universidad de Costa Rica
UNA	Universidad Nacional
UNED	Universidad Estatal a Distancia
VITA	Volunteers in Technical Training
WB	World Bank

HOST COUNTRY COMMITMENT EXPERIENCE

A. Host Country Government Development Priorities

The Government of Costa Rica (GOCR) through the Office of National Planning and Economic Policy (OFIPLAN) prepares national development plans covering 4-year periods which coincide with the presidential terms of office. The current National Development Plan covers the period 1979-1982, with the result that the country is at the mid-point in this plan.

If the plan were followed closely, the next two years (1981-1982) would not differ significantly from the first two years of the plan (1979-1980). Actually, however, the strategy has not been implemented as planned. Deterioration of the Costa Rican economy, aggravated by higher oil prices and fluctuating coffee prices, has forced a reduction in GOCR spending and has triggered an austerity plan. A freeze has been imposed on government hiring and budget reductions have been made.

Some observers in Costa Rica have labeled the Carazo administration a lame duck government, and see the current GOCR efforts as caretaking at best or as electioneering. The 1979-1982 plan appears to have been replaced with a less coordinated cluster of efforts in energy, infrastructure, and agriculture. Visibility of the projects rather than their effectiveness in satisfying identified needs seems to be the determining factor.

Officially the development priorities for the past 2 years have been:

- a. Promote the development of more adequate productive structures based on a greater variety of agricultural export crops and more markets for current agricultural

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- export in order to stabilize uncontrolled prices and to reduce excessive reliance of capital-intensive industries on imported techniques and components;
- b. Reduce the numbers of individuals and communities who have not shared in the development which the rest of the country has achieved;
 - c. Use both natural and human resources in more efficient and productive ways and,
 - d. Promote greater coordination, efficiency, and productivity among institutions of the public sector, reduce institutional centralization, reduce reliance on fiscal deficits and promote more effective and sufficient taxation (translation adapted from PC/CR, 1980 Country Development Review Update)

Actual development priorities have been highly visible projects such as energy and infrastructure, examples being the Arenal Hydroelectric Project and highway construction and improvement. Agricultural production and marketing, health, land tenure, and conservation have received secondary attention when measured in actual budget allotments. It is interesting to note that deforestation as a development problem is recognized throughout the Costa Rican society as a top priority. By law, 1% of the previous year's national operating budget is legally authorized for reforestation activity (Department of State 1979a p: 21). While the austerity program has forced cut-backs in other budgets, the budget for the General Forestry Directorate (DGF) has actually increased over the last few years.

Major GOCR efforts are committed to restoring economic

stability, diversifying agricultural production and markets, and dealing with the deforestation problem. It is difficult to quantify this effort in monetary terms because much of the effort takes the form of coordination and reorganization.

Within the natural resources sector, the top priority is reducing the amount of deforestation. Wide agreement exists as to this need, but success to date has been limited. Enforcement of the Forestry Law has been poor and one observer commented that the only achievement has been to provide logging permits, thus increasing deforestation. Clearly the need is for an alternative to deforestation, but an integrated rural development model that reduces pressures on the forests has yet to be implemented. However, pilot projects addressing this issue are being developed by DGF and the Institute for Land Colonization (ITCO) with AID funding.

GOCR development priorities for the near future are uncertain. While the National Development Plan (see above) has 2 years yet to continue (1981-1982), it does not appear that a recovery in the economy is occurring. A continuation of the current ad hoc efforts will probably occur until the next presidential election in 1982. After the Costa Rican electorate makes its choice, there will probably be substantial changes in direction and priorities.

Within the planned development projects, foreign assistance plays a role. Major loans are anticipated from the World Bank (WB), Inter-American Development Bank (IDB) and from other bilateral organizations such as AID. Mexico and Venezuela have also developed oil exploration projects on a bilateral basis with Costa Rica.

The growing economic instability indicates that a business-as-usual approach will not be adequate. Special efforts will be required to restore confidence in the Costa Rican economy. Adjustments in development priorities, strategies, and tactics can be expected for the immediate future, and an entirely new development strategy may begin after the election in 1982.

B. Forestry Department

1. The majority of forestry-related responsibilities in GOCR are housed in the General Forestry Directorate (DGF), a semi-autonomous agency of the Ministry of Agriculture and Livestock (MAG). The DGF was formed in 1969. Recently, a new department, Forestry Reserves, was added to the existing group of five which include: Forest Exploitation, Research, Reforestation, Economics, and Watershed and Land Classification. In addition, the DGF has a regional office in each of the 8 MAG districts, providing a decentralized institutional structure for field activities. (For organizational chart, see Appendix B.)

2. The continued and growing support the DGF has received from GOCR is a reflection of the general public awareness of forestry problems and of the desires of the government to address deforestation. While other ministries have faced budget cuts, and other agencies in MAG have been restricted, DGF has continued to expand slowly. The national austerity program has frozen hiring and reduced budgets but DGF (and SPN) have received special support from GOCR. However, support from within the ministry has not been as easy to acquire.

3. The latest period for which budget and other annual information is available in published form is 1979 (DGF, 1980). Total budget for calendar year 1979 was approximately \$3.7

million. At the end of 1979, DGF employees totaled 331, of which 28 were professionals, 23 mid-level, 82 technicians, and 59 were forest guards.

Continued training is an integral part in all DGF departments. In-service training is offered in a collection of short courses throughout the year. In addition, scholarships are available from DGF or from aid missions such as FAO which fund advanced studies overseas.

Costa Rica is a country rich in training and educational opportunities in forestry-related fields of study. CATIE and OTS operate graduate-level schools. The National University, the Technological Institute of Costa Rica, the University of Costa Rica and the State Extension University offer bachelors programs in a broad range of subjects including forestry, forest engineering, wood technology, and environmental education. Many of the education programs, for example CATIE, require a thesis for graduation. Much of the forestry-related research occurs in conjunction with formal education programs.

Research in the DGF has a clear emphasis on plantation forestry, exotic species, and commercial production. Principal activities are concentrated in 3 lines of research: forest inventories, nurseries and experimental plantations, and chemical treatment of wood for enhanced preservation.

Staff stability is not a problem at the upper management levels. At the middle and technical levels, competitive salaries in education and private industry draw many of the trained foresters and forestry technicians away from the agency.

The DGF has a small but adequate equipment inventory and technical information file. Reprints of many reports are

available to visitors to the central office.

4. During the past 3 years, the DGF has concentrated its efforts on reforestation and forest exploitation, where control of deforestation and control of transportation have been key elements. For the next 5 years the priority areas are expected to be industrial reforestation, training, watershed management, silvicultural research, and reserve management. In the not-too-distant future the production of biomass for conversion into alcohol is expected to be a major area of concentration.

Training is an area of emphasis that is receiving more support. Perceived training needs within the DGF include management skills in moving projects training from the programming and planning stages through the implementation stage. The numbers of professionals and technicians need to be increased, as well as the management experience of all involved. Major efforts are not programmed nor contemplated in social forestry.

5. The public image of the DGF has been damaged by severe criticism of the ineffectiveness of the agency in halting or reducing deforestation. One comment heard among DGF critics is that the agency has only accomplished the registering of timber harvesting, not the control of deforestation.

6. Plans for the future include decentralization of forest industries through the encouragement of new development roles, increased protection of critical resource areas such as watersheds, and greater capitalization of the forest industries including plans for a pulp and paper mill and consideration of a joint public-private venture to fund modernization.

C. Department of Forestry Experience with AID & Peace Corps

1. No formal collaborative projects involving DGF and AID

have occurred in the past 5 years. A new project, entitled Natural Resource Conservation (0145) contemplates using DGF as the lead agency for a \$10 million loan to GOCR designed to strengthen the institutional capabilities of MAG to manage natural resources (USAID 1979a).

2. The AID/DGF project would establish pilot efforts for development of management techniques and models aimed at several different resource areas including: micro-watersheds, reforestation with cattle management, forestry production, and natural resource management plans. At the national level, a review and analysis of resource policies and law will be conducted. A series of activities involving environmental and conservation education will be focused around facilities to be built in Braulio Carrillo National Park, but coverage will be nation-wide.

3. While the ultimate beneficiaries of the project activities will be the entire populace of Costa Rica, the pilot project will result in direct benefits to the rural population with emphasis on small ranchers and farm laborers. Because this is a new project, there may be some changes in the actual implementation of the efforts. The target population is not expected to change, except that financial restraints may reduce the number of pilot efforts in any project area.

4. Peace Corps has not been involved in cooperative efforts with DGF for several years. One or two Peace Corps volunteers worked with the agency approximately 5 years ago, but results were not uniformly positive. Lack of motivation and lack of supervision were cited as program weaknesses. The last PCVs remembered by DGF staff worked in the areas of reforestation,

commercial and production research in 1975 and 1976.

D. Forestry Department Experience with PVOs and NGOs

1. FAO has been involved in forestry efforts with GOCR since the mid sixties. Originally, the responsibility for forestry resided in the Institute for Land & Colonization (ITCO), but funds were lacking. In the early seventies, FAO began a small but long-term project in institution building, improving the administrative skills of the forestry department.

Major loan institutions have also been involved in forestry-related projects in Costa Rica. The World Bank has offered technical assistance in identifying forestry projects suitable for WB funding. BID has provided funds of approximately US \$10,000 to send technicians to attend forestry schools in Argentina and Chile. An additional \$25 million loan is being negotiated with BID for reforestation projects in the Osa peninsula.

Bilateral aid has involved other countries. The government of Spain has offered up to \$250,000 to supplement the FAO funded program. The Dutch also have contributed, most recently with the assignment of a reforestation expert to the DGF office.

2. Programs with PVOs and other international donors emphasize training, institution building, commercial reforestation, and industrial exploitation. Clear recognition has been given to the market value of Costa Rican forests. Less attention has been given to the role of forests in protecting watersheds and other critical areas.

3. In the future, projects are expected to expand as the economic situation in Costa Rica permits. The reduced ability of the GOCR to pay back loans has required a reduction in the amount

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of some new loan agreements. More projects will have to rely on grants from donor agencies in the future. This may reduce the rate of expansion and growth in forestry projects, particularly those without immediate economic payoffs.

E. Alternate Agency: Institute for Land & Colonization (ITCO)

1. ITCO was founded in 1962. Early efforts promoted colonization of virgin lands by landless peasants. Lack of adequate funds forced a reduction in these efforts and during the period 1966-1968 new efforts were aimed at solving squatter problems. By 1970, ITCO had once again begun a small parcel distributing program. This time an effort was made to locate settlements in areas where infrastructure already existed and the peasants themselves were invited to help in project selection (USAID 1979b).

2. The organizational structure of ITCO is multi-leveled. Policy is generated by a board of directors who inter-act through an executive president with the office of the general manager. Three directorates (planning, administration, and operations) form the superstructure for an enormous number of departments and sub-sections. Five regional offices, each with sub-regional offices, form separate departments within the directorate of operations. (For organizational chart, see Appendix C).

3. The nature of ITCO's work makes the agency highly political. Support from the GOCR depends to a great extent on the political ramifications of a given project or program. Without the power of expropriation, the institute must rely on donations and purchases to acquire lands for settlements. Abuse of this practice is possible when political pressure is brought to bear

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on the agency.

4. ITCO has no technical expertise in forestry, nor do any of the sections or departments in the institute address the forestry sector.

5. The claim is heard in Costa Rica that the major deforestation agency in the country is ITCO. Because of basic disagreements over land use suitability and capability classifications, ITCO and DGF view each other as opponents. The past emphasis in ITCO has been on agriculture and livestock and forested lands were viewed as land to clear open for agricultural production. The timber resources were undervalued and often burned or left to rot.

6. The public image of ITCO is one of a political institution which has been incapable of significantly affecting land ownership patterns throughout its two decades of existence.

7. ITCO has a major loan project in conjunction with AID which would develop a pilot project effort in the Atlantic Region. The project involves land surveys and titling, credit, training, extension services, and evaluation components. No forestry components were identified.

F. ITCO Experience with AID and Peace Corps

1. The current AID/ITCO project, entitled Agrarian Settlement and Productivity (0148), involves a \$9.5 million and \$0.5 million grant matched by \$9.3 million in GOCR contributions. Although forestry is not mentioned as a significant component in this project, the project design does contemplate the creation of a biological reserve and a naturally regenerating forest reserve. (See Hartshorn, Appendix I-F in AID 1979b.)

2. The geographical focus of this project is on several the

large farms in the Atlantic Region identified by ITCO as suitable for colonization.

3. Resettlement efforts would be aimed at 6,200 peasant families (al ost 40,000 people) who would receive land and/or titles.

4. ITCO/PC contacts have been minimal recently. In the past, PCVs have worked with ITCO in agricultural cooperatives development, but numbers of volunteers involved were small and no PCVs currently wrok directly with ITCO in forestry related projects. Recent PC initiatives to invite collaboration with the institute have not been met with much interest..

G. Regional Development Organization (CATIE)

The Center for Research and Training in Tropical Agronomy (CATIE) is a non-governmental organization covering the Central American region including Panama. The natural renewable resources program currently has a staff of more than 20 professionals, nearly all of whom are located at the Center's headquarters in Turrialba. Staff educational backgrounds are diverse and include a dozen graduate degrees and 3 PhDs.

CATIE is a research and educational institution. Funding comes from donor appeals and from monies allocated to support particular projects. The total budget for 1979 slightly exceeds \$6.0 million. Approximately \$1.5 million is raised through commercial operations and agricultural services performed in conjunction with demonstration farms and extension wrok. The balance must be raised from member countreis and special projects. (CATIE 1980, p.69).

In general terms, the principal goal of CATIE is to develop the necessary technologies appropriate to the conditions of

farmers with limited resources. These technologies will permit an efficient use of the available resources, improving the farmer's income and well-being without increasing unnecessary costs or production risks (CATIE 1980: .7).

Within the renewable natural resources program, the goals have been to reduce deforestation while increasing productivity of forested lands through management of natural or semi-natural forests and through plantations. Agro-forestry has been a major research area, with multiple and mixed cropping. Fiber production using native species as well as watershed management and wildlands management are also research areas.

CATIE regularly conducts graduate courses leading to a MS degree under the auspices of the University of Costa Rica. Short courses and special training workshops are also developed from time to time to meet specific needs.

The natural renewable resources program is involved in one regional project with ROCAP funding. The project involves fuelwood production and contemplates using PCVs later in the project timetable. Some PCVs have cooperated already in assisting CATIE with a fuelwood questionnaire which sought data on the actual fuelwood situation in the countries of the region. CATIE implementation envisions requesting PCVs to help on the extension and implementation phases of this project, as well as some for the data collection phase. (Some PCVs would be requested in Guatemala and Honduras also.) Peace Corps experience with CATIE has been mixed. CATIE tends to see the research component as being the most important while PC sees the community involvement and extension aspects of the job as primary. Some PCVs have successfully worked with CATIE, while others have complained of

the ivory tower research image. More explicit task descriptions and site surveys should remove some of these stumbling blocks. CATIE staff have expressed a desire to solve the PC/CATIE problem and to continue to collaborate.

H. Non-Governmental Organizations (ASCONA)

The Costa Rican Association for Conservation of Nature (ASCONA) was formed in 1972 but first began to operate on a large scale in 1979, when an OPG for \$240,000 was given by AID to cover 2 years of operations. A second OPG in 1981 for \$480,000 to cover 1981 through 1983 has also been made.

ASCONA seeks to promote national development through rational use of the country's natural resources. The association's slogan is "development without destruction". Action areas are environmental education, legislative lobbying, inter-institutional cooperation to improve conservation education, and public concern for the physical, biological and cultural environment.

Internationally, ASCONA participates in conferences and seminars as well as maintains contact with international organizations.

Nationally, the association has moved ahead with an aggressive environmental education program involving newspaper articles, radio and television programs, publications of books and folders, photographic exhibits, posters, and calendars.

Seminars, round table conferences, and presentations are organized in the capital and in other towns. Special programs have been presented at participating industrial plants.

Research is a small but important aspect of the ASCONA portfolio. A river clean-up project has also been attempted.

ASCONA also makes direct efforts to build public opinion in response to particular issues such as exploitation of crabs and sea turtles. These efforts are not one sided, but seem to establish inter-institutional cooperation for solving the environmental problems, not just criticizing government actions as inappropriate.

An important characteristic of ASCONA activities is the formation of affiliated clubs in towns and cities throughout Costa Rica. These clubs provide the direct contact with the community that successful conservation efforts often require. For example, PCVs invited to survey the watershed situation in Puriscal were able to make field visits in the company of local club members.

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II. PEACE CORPS INTEREST/EXPERIENCE

A. Staff Resources

Two Peace Corps staff members currently have forestry-related projects in their programs. Gilberto Ugalde, APCD/Forestry and Conservation, has the major responsibility for environmental programs, which currently have 11 PCVs working with 4 agencies with plans to expand to approximately 40 PCVs by the end of 1981. His formal education is in agronomy and agricultural economics and he has been in the APCD position approximately one year. Juan Coward, APCD/Agriculture, has 2 volunteers working with the Banco Nacional de Costa Rica in developing community tree nurseries as part of the credit and extension program of the bank. His formal education was in agronomy and he has been with PC 6 years.

A new PTO has been identified for Costa Rica. Howard Lyon is a forester and community development RPCV from Guatemala. His tour of duty is 30 months beginning in early September 1981.

Gilberto Ugalde and Juan Coward are FSN and are not affected by the 5 year service ceiling.

A list of Forestry and Conservation Program Volunteers is in Appendix D.

B. Material Resources

1. In Costa Rica, the PC policy on material support is to insist that PCVs receive this support from HCAs. The agencies are generally very cooperative in this respect but the GOCR austerity budget may require some adjustments in this policy.

2. Peace Corps can lend PCVs an array of technical materials including generators and projectors, an updated list of audio-visual resources available in-country, and the APCD's own

technical library. PC also supports PCVs in obtaining funding support from in-country services (CATIE and DGF), plus occasional help in obtaining reference materials that HCAs refuse to acquire. Several PCVs expressed no knowledge of the Information Collection and Exchange (ICE) service or VITA.

C. Peace Corps Experience in Forestry/Natural Resources Projects

1. At least 6 institutions have been utilizing PCVs in forestry-related projects during the last 3 years. The DGF, however, is not among them. With BNCR, the projects have been tree nurseries and forestry extension. CATIE has used PCVs to expand its forestry research capability and to work in agro-forestry and watershed extension. The SPN has employed PCVs in forest and park management roles. Extension and forestry extension have been the tasks of volunteers with Diversificacion Agricola. ASCONA has used environmental education specialists. A soil specialist was assigned part-time to ITCO in Turrialba.

2. The above projects continue to be viable for PC involvement. Results have been mixed. The positions with SPN have not been programmed and planned carefully, but have been ad hoc attempts to make good utilization of PCVs with particular skills. Results have been excellent. The CATIE positions were carefully programmed and developed, but in the end required too much time in research and not enough community contact/community development work. The results were poor from both PC and CATIE perspectives. These problems have been examined and discussed by the parties involved and CATIE is willing to change job descriptions to fulfill PC objectives more completely.

Technical support varies from agency to agency. Nearly all

agencies have been willing to commit adequate resources to meet technical and material requirements. One continuing problem, however, is transportation, particularly with the non-governmental, non-profit groups such as Diversificacion Agricola.

3. PC foresees no problems in providing support for additional PCVs in new or expanded projects. The APCD for forestry and conservation currently has only 11 volunteers although increases are planned for FY'81. A request for help in programming was made, however, by both the Co-PCDs and the APCD.

4. PC foresees no problems in providing support for additional PCVs in new or expanded projects. The APCD for forestry and conservation currently has only 11 volunteers although increases are planned for FY'81. A request for help in programming was made, however, but both the Co-PCDs and the APCD.

5. PC/CR identified several areas where PC/W could help:

- Programming help in explaining Peace Corps mystique to FSN staff
- Building community involvement and BHN into project design.
- Recruitment, particularly meeting the high skill-level demands of HCAs
- Support during GOCR austerity program period.

D. Peace Corps Experience with AID

1. No collaborative PC/AID forestry projects in Costa Rica have been designed, although in several cases, involvement was developed incidentally.

In other program areas, PCVs have worked in projects that were supported by AID funds, but formal PC/AID contact has been minimal. For example, volunteers have worked with a MAG commodity

marketing systems project which also was receiving AID funds. A Ministry of Health/AID well digging project sought PCV help when other field workers were unavailable to implement the project. Volunteers have been assigned to jobs with the Federation of Voluntary Organizations which were receiving AID OPG funds.

2. In nearly all cases, AID has contacted PC with a request to supply PCVs for project slots when other arrangements for implementing the project activities have been unsuccessful. Sometimes, the request for PCVs is routed through the HCA, but frequently the agency is the last one contacted.

3. Some programs into which PCVs are placed at a late date are large AID projects. In these instances, AID is providing funds for program development, staff training, equipment and salaries in the form of a general loan to the GOCR. Counterpart contributions from the HCA involve personnel and similar resource commitments. PCVs are incidental to the total project effort. In other cases, AID funds are in the form of OPGs and the HCA contribution is substantial. Generally, PC is not asked to supply more than a PCV, although sometimes transportation is also needed.

4. The intended beneficiaries of AID projects are the poor, in particular rural farmers and landless peasants. Occasionally, the OPG projects are aimed at other specific target groups such as rural women or school children.

5. Peace Corps staff opinions about the desirability of PC/AID contacts differed. Karen Mitchell, former PTO, felt that the two institutions should be kept separate, that AID was too close to US foreign policy and that PC should avoid involving PCVs in foreign policy activities. She also felt that AID orientation, involving top-down institution building did little to recognize

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the importance of PC goals 2 and 3. She further added that AID was incapable of seeing PCVs as more than just mid-level technical employees.

The Co-PCDs expressed an interest in cooperating with AID and an appreciation for the potential that exists in PC/AID collaboration. They added that future efforts, however, must involve PC much earlier in the design stage of project development in order to ensure program compatibility with PC objectives.

E. PC Relationships with Host Country Ministry and AID

1. Peace Corps relationships with the Ministry of Agriculture and Livestock are considered excellent. Support has been good to excellent. The GOCR has an increasing interest in forestry and the deforestation problem. In addition, the two APCDs in conservation and agriculture have strong personal friendships with the Ministry's Vice Ministers and numerous agency people.

2. Although the GOCR austerity budget may affect program funding and project support, no changes are expected in the nature of the relationships.

3. Issues that appear in common are the desire of both PC and GOCR to move effectively to address the deforestation problem and an interest to expand environmental education programs in the country. Areas where differences arise are mainly questions of budget, support, time tables, and programming cycles.

4. The PC/AID relationship is more problematic. AID continues to expect PC to supply PCVs on request to implement AID projects. Joint development of a project has not been attempted.

5. There exists a critical opportunity in Costa Rica to develop a new collaborative mode between PC and AID involving a

two-way flow of ideas and resources. The in-coming Co-PCDs do not have any precedents to follow and a new form of cooperation can be drawn on a clean slate. The arrival of a new PTO can also facilitate this effort.

6. AID and PC seem on the verge of continuing the city cousin/rural cousin relationship of the past. They do not approach the program design phase as equals. AID is involved in political considerations, which does not appeal to PC. Also budgetary and personnel timetables do not coincide.

F. Peace Corps Relationships with PVOs and NGOs

1. There are not a large number of PVOs operating in Costa Rica. PC/CR has had some contact with the local CARE program and PCVs are currently acting as extension agents for the CARE soybean project. The number of volunteers involved is extremely low, however.

2. The major conservation NGO in Costa Rica, ASCONA, has also utilized PCV help in establishing environmental education programs on a national level. Cooperation in both of these joint projects has always been excellent (The APCD for conservation is the former executive director of ASCONA.)

3 PCV effectiveness in utilizing PVO and NGO resources was judged as good to excellent, but these organizations rarely have surpluses of funds to expand. The PVOs and NGOs in turn have been able to utilize the PCVs quite well also.

4. ASCONA received a 3-year, \$480,000 OPG from AID to continue and expand its programming so support should be no major problem. CARE continues to support its soybean project, so no change is anticipated there.

III. AID INTEREST AND EXPERIENCE

A. Staff Resources

The AID Rural Development Office is concerned with forestry and natural resources projects. The Regional Development Officer, (RDO), Larry Laird, was transferred to Costa Rica from Paraguay approximately 6 months ago. Steve Haynes is an agricultural economist with 2 years of service in Costa Rica and he will probably complete another 2 years tour as well. Among other tasks, he supervises the OPG awarded to ASCONA. Francisco Rodriguez, a former PC staff person in El Salvador, is a Costa Rican with a degree in agronomy and development extension. He has been contracted on a yearly basis to administer the natural resources conservation loan to the GOCR. The project identification document (PID) and project paper for the loan were developed under the direction of Robert Mowbray, the former RDO. There are currently no foresters on the staff.

There are no plans or budget allocations to add forestry personnel to the permanent staff. However, forestry and watershed management specialist, Frank Zadroga has been hired by ROCAP for short-term technical assistance. The RDO is considering contracting with the University of Georgia for technical assistance on the natural resources conservation loan.

B. Technical Resources

AID/CR has its own technical specialist at ROCAP, recently bolstered by the appointment of Frank Zadroga to the ROCAP staff. AID/CR routinely consults with the staff at the Tropical Science Center on land use and forestry projects. AID has a small technical library which is open to everyone interested. The AID staff have personal libraries as well, which partly augment the



small AID Library.

C. AID Experience in Forestry/Natural Resources Projects

1. Past projects include an OPG to ASCONA in 1978 - 1979 for \$240,000. The beneficiaries of this were the populace at large through broadly-based environmental education program by ASCONA. The outcome of an environmental education project is difficult to measure, though there definitely has been a significant increase in environmental awareness in the last few years.

2. Current project include a second ASCONA OPG, a three-year grant for \$480,000. The beneficiaries and outcomes are the same as the earlier grant.

The Natural Resource Conservation Project, (15-0145) is the largest loan in the AID/CR portfolio. The six major projects include: Policy Analysis and Research, Pilot Micro-Watershed Management, Reforestation and Cattle Management Improvement, Forestry Production Pilot Project, Preparation of Five Resource Management Plans, and Environmental and Conservation Education Activities. Appendix E includes the project summary in greater detail. This is a major project in the Rural Development Office with at least one staff person working on it full time. In addition, there is substantial funding for consultant time in the project. The project paper states "The goal of this project is the permanent socio-economic improvement of Costa Rica's population, especially its poorest groups, through increased access to, and more productive use of the means of production: The principal factors of production held by the poor are their labor and their land. The long-term productivity of both depends upon how the country's natural resources are used." (USAID 1979a)

3. The philosophical orientation to these projects is to

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improve management capacity for sustainable natural resource utilization for the benefits of the poorest of the poor.

4. The strategy employed is to help develop the institutions responsible for natural resources in the country. The goal is to design innovative pilot projects that, once tested, can be developed into larger full-scale projects in their own right by other major donors such as BID and World Bank. Fitting this model, the Natural Resource Loan is composed of many small pilot projects designed to test techniques and simultaneously build upon existing institutional structures, such as DGF, Banco Nacional, ITCO, and SPN.

5 ASCONA is administering their second OPG. The Natural Resource Loan is to be divided between several institutions. DGF will deal with reforestation, research, policy analysis, and watershed management; Banco Nacional will administer the loans concerning watershed management, reforestation and cattle management components; ITCO will supervise the production forestry colonization pilot project; SPN is responsible for the conservation education component centered in Braulio Carrillo National Park.

6. AID does not have a set policy concerning individual counterparts for PCVs who are involved in HCA projects that are funded by AID loans. The use of counterparts is a decision left to the HCA. According to available information, AID does not utilize the counterpart approach in projects with AID personnel, although a counterpart contribution is part of the financing agreement. Specific staffing levels may be required by the contract. The GOCR austerity program has forced reductions in the loan project, but critical staff positions will still be funded

although some of the HCA personnel commitment may be met by utilizing university students in thesis projects (e.g., the environmental education component in Braulio Carrillo National Park).

7. A high-level Project Coordination Office will be formed within the MAG consisting of 3 professionals plus support staff, supported by the natural resource loan. While not counterparts per se, these individuals will work closely with AID administrative personnel.

8. The current \$9.8 million loan commitment is the largest loan in the \$50 million AID/CR portfolio. The future is expected to reflect continued interest in natural resource management, given the pilot-project nature of components of the loan.

The CDSS for 1981 places strong emphasis on natural resource management. As the centerpiece of this strategy, the Natural Resource Loan will initiate a multidisciplinary approach to the problems in this sector.

There are other AID-funded projects with some bearing on the natural resource sector. A commodity systems loan is supporting programs in tree crop production and marketing. The Development Information System Project will handle information relevant to the Natural Resource Loan. A new science and technology project will provide research and training for commercial aspects of natural resources production. The Atlantic Basin Development Loan for ITCO will support environmentally compatible settlement projects. ASCONA receives OPG funds for environmental education projects. A proposal has been submitted by Partners of the Americas for another similar project. The AID staff is interested in PCV participation in various components of the Natural

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Resources Loan, through the participating HCAs.

9. There is no apparent AID geographical focus for projects.

D. AID Collaborative Experience with PC, PVOs and NGOs

1. Costa Rica is notable for the relative lack of PVO activity. There are no PVOs operating with natural resource projects. The only PVO activity/project identified with AID collaboration was with CARE in a soybean project involving one PCV.

ASCONA is the only NGO receiving assistance from AID/CR, and it also has one PCV. The ASCONA OPG is for increasing environmental awareness among Costa Ricans. The Federacion de Organizaciones Voluntarias is receiving an OPG from a US PVO for work in human development training for women. A PCV is working with this group.

AID collaboration with PC has been through a PCV administering the SDF office in AID, which at \$90,000 per year is almost twice the usual \$50,000 available in most other countries. AID prefers to place the SDF grants with PCV organized projects.

PCVs are working in many GOCR institutions receiving AID funding, including: the Commodity Systems Project in MAG; a well project with the Ministry of Health; the Instituto de Fomento Cooperativas; and the Instituto Technologica in a science and technology project.

2. The collaboration with the PVOs and NGOs was initiated by them, with AID responding to their requests. The PC collaboration has been initiated by AID or the HCA. All this has developed at the mission level with the exception of the OPG to the PVO in the US to work with the Federacion de Organizaciones Voluntarias.

3. AID grants are relatively small with the exception of the

ASCONA OPG, and have been exclusively of a financial nature.

Peace Corps collaboration has been non-programmatic or ad hoc. Usually AID proposes that Peace Corps place PCVs in projects after all planning and programming is completed.

4. The outcome of the first ASCONA grant was positive, benefiting all of society by improving the public awareness of environmental problems and desire for improved management of Costa Rican natural resources. The evaluation report from the first ASCONA grant recommended another OPG to ASCONA which is now being implemented. The poorest segment of the society, being the hardest hit by resource shortages, are long-term beneficiaries of improved natural resource management. The immediate beneficiaries of the ASCONA grant are mid-level professionals such as teachers and scientists.

5. AID personnel are of the opinion that they need an overall strategy for their OPGs to PVOs. They further feel it is advantageous to incorporate PC in this strategy to help organize what is now a scattered OPG program.

AID feels that Peace Corps has an important role to play with the implementation of their projects through HCAs. AID perceives PCVs as readily available for projects but feels that the time to involve PC is only after the loan has been approved by GOCR due to different programming cycles, the unreliable PC recruiting history, and delays with host country legislative approval. AID and PC did collaborate closely at the director level on PCV jobs in the Natural Resources Loan, but this collaboration never reached the staff level where real programming considerations could be designed into the project. AID expressed interest in more coordination with PC in the future, mostly

involving PCV placement into HCAs involved with the Natural Resources Loan.

E. AID Relationship with Peace Corps & Host Country Ministries

AID assumes PC will always help fill HCA needs on AID funded projects. The AID/PC relationship is poorly articulated, deliberately informal; there is a sense that better communication is needed. For example, AID wanted to sponsor a conference for all Costa Rican PCVs but it did not take place due to a lack of understanding about the goals and the content of the conference.

The previous PCD had a close personal relationship with the AID Director. Possibly because of their friendship at the Directors' level, communications between the respective staffs diminished over time. The AID Director looks forward to a good relationship with the new PC Co-Directors, a feeling which they also share. AID has designated a staff person (who was PCD in El Salvador) to facilitate communications between the two agencies. There will be weekly communications from now on.

AID appears to appreciate PC goal 1 most, while goals 2 and 3 are minimized or even overlooked. Most AID staff are RPCVs and they feel they know PC programming, and do not consult PC staff as much as PC staff feel would be necessary for solid programming. PC and AID are presently improving communications and there is an excellent opportunity for closer collaboration since both are expanding their assistance in natural resource management.

AID relationships with Ministry of Health are not the best because of slow implementation of a nutrition loan.

AID relationships with MAG are generally good but have had a fluctuating history among the internal agencies. For example,

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ITCO is very dependent on AID funds for operations, and it appears AID can actively build ITCO programs, even given the political nature of the institution. ITCO and AID are cooperating closely on the Natural Resources Loan as well as the Agrarian Settlement and Productivity Loan.

DGF is involved in an internal dispute within MAG concerning institutional territory. DGF perceives its mandate concerning land use to be much broader than MAG perceives it. AID/DGF relationship is somewhat strained because of this disagreement with MAG. FAO has on occasion, had a negative impact on AID/DGF relationships. Because of FAO's history as an advisor to DGF, the AID loan was not well received at first. DGF has split between donor agencies with the Director lining up with AID and the Sub-Director siding with FAO. The Natural Resources Loan depends on DGF for execution of several of its components and DGF depends on AID for the money and technical services needed to improve the institution which is under attack for lack of forest resource management. The AID/DGF relationship will probably strengthen with time and additional funding.

AID has always had a good relationship with SPN and it should continue with the Natural Resources Loan.

There may be some changes in the Natural Resources Loan because of the GOCR austerity program. Even though the GOCR promised to maintain counterpart funding to ensure loan implementation, the financial crisis may become worse than they predicted. To staff some positions needed for the Loan, GOCR may elect to place thesis students in some positions and PCVs in others. The US side of the loan is allocated and has not been reduced by the Reagan Administration.

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IV. TRAINING

A. Peace Corps Volunteer Training

1. Peace Corps finds skill-trained volunteers (SKTs) very acceptable as far as producing satisfied PCVs who stay for their full term of service. Several PC staff prefer SKTs to professionals because they are motivated and pursue their work because they like it, not because it is a stepping stone in a professional career. The HCAs and AID find SKTs acceptable when one clearly defines what the PCV can do in the field. The DGF and AID would like to use SKTs in forest extension, reforestation, soil conservation, and public education campaigns. PC would like to maintain some professionals in any program, so there would be some highly technical PCVs working in natural resources.

2. SKTs have worked with the Ministry of Health on community health, sight, hearing and well digging projects that were funded by AID. SKTs also work in the community gardens, 4H, grain storage and appropriate technology projects. The Director of Diversificacion Agricola is very satisfied with the three SKTs working in the agency.

3. The Farrallones Institute in California provided excellent technical training in appropriate technology but did not follow its statement of work, resulting in an inappropriate mix and concentration of skills for Costa Rica. The University of Oklahoma has done outstanding training in fisheries. The Texas Agricultural Institute has provided poorly prepared agricultural trainees because of failure to follow the statement of work and a lack of communication with PC/CR. The Penn Center in South Carolina has provided excellent technical training in gardening, which CHP in Costa Rica adds to with language and cross cultural

training.

CHP provides excellent skill training in-country in gardening, agriculture, small and large animal production, and horticulture, which are integrated with language and cross-cultural training. CHP is a regional training center for agricultural programs serving Guatemala, Ecuador, Dominican Republic, and Honduras, as well as Costa Rica. CHP has done some limited forestry training (2 groups of 22 and 24) and orientation to the institutional scene. CHP gives entry evaluations at the beginning of the training if the trainee is experienced, followed by weekly self-evaluations, monthly evaluations by CHP staff and a final evaluation test at the conclusion of training. These evaluations are based on competency in specific skills outlined in the training objectives.

4. Suggestions for organizing skill-training by a training center include:

- a. Get well-detailed statement of work from country for PCV, and use it to develop program;
- b. Put the contract out on competitive bid to ensure high quality training design;
- c. Require extensive pre-training research to identify the real training needs;
- d. Install a local technical review panel to ensure fulfillment of the requirements.

Guidelines for Skill Training

- o Skill training SKT in US can easily get out of control for in-country applicability
- o Four weeks maximum for US technical training
- o PCV generalists best for extension

Professionals rarely have field skills needed for social forestry in the tropics - so for training purposes should be regarded as generalists.

- o Training is an integrated process, mixing language, technical and cross-cultural training. Marginal rate of return on the learning curve drops off after 4 hours of a subject.
- o Trainees learn by doing and less so by seeing although it has an important role to play.
- o Important for trainees to work individually on their own project for best learning, then expand principles to other species in group projects.
- o The higher the technical degree a PCV has, the more geared they are to science rather than people. It is easier to train generalists in technical skills than train technicians in people-oriented skills.
- o Best group size is 12 or less.
- o All in-service training should be completed within first year (currently 2 weeks per year consisting of 20 hours language, and 10 hours of technical per week).
- o Skill training in forestry is not very different from skill training in agriculture.
- o Skill areas include nursery management, extension skills, soil conservation, pomology, agro-forestry, dendrology, and reforestation.
- o Must have some manner of establishing common realistic expectations between PC and HCA concerning responsibilities and skill capabilities.
- o Good to use third-year PCVs in part of training program.

B. PCV Counterpart Training

1. Three years ago, PC decided that the counterpart requirement could be waived if the PCV was involved with extension, training or teaching. Presently, the new Co-PCDs want a return more to counterparts but because of the high degree of training Costa Ricans have and the gap filling nature of many PCV jobs, it will be difficult to convince HCAs to assign each PCV a counterpart.

Few PCVs in natural resources have counterparts. Most are part-time counterparts, such as in Santa Rosa National Park with SPN. In Diversificacion Agricola and CATIE, there are no direct counterparts.

2. All groups involved feel pre-service technical training involving counterparts is not feasible because of the language problem.

3. PC/CR currently has no funds for counterpart in-service training but expressed enthusiasm that the PASA could cover all costs. They feel it will be beneficial not only to build insitutional capability in the field but also to strengthen the PCV/Counterpart bond.

There is reason to believe PCV time away from site can be minimized if in-service language and technical training were merged into the normally scheduled in-service language seminar. This time factor is important to Peace Corps/CR because it is estimated that only 1½ years of work are realized during the normal 2 years of service due to conferences, medical leave, language training, etc.

DGF is interested in the idea if costs are covered and personnel could go in staggered sessions. DGF staff expressed

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concern that employees not all go at once. PCVs can and do participate in DGF in-service training during their normal term of service.

The language should be Spanish. The first session should be about 4 months after pre-service training has terminated. May begins the rainy season which is best for planting, but CHP has irrigation if training were to take place during the dry season.

The counterparts for PCVs extension projects should be of a minimal educational background according to CHP personnel, because the more education a counterpart has the closer he will stay to a desk. A field extension person should not be office-oriented.

4. There are two areas that could serve as training sites in Costa Rica, CHP and Turrialba. CHP, located at Garrita is currently equipped to train in agriculture skills and does not have a forestry person on the staff. The addition of a full time forestry person may not be needed because there are so many similarities between teaching extension agriculture and forestry extension. CHP would have to add some forestry expertise but this could be a short-term contract with the help of third year forestry PCVs. There are several nurseries and reforested areas located close to CHP.

Turrialba offers CATIE and Diversificacion Agricola, both on the outskirts of the city. CATIE has dorms, classrooms, experimental plots, research areas and highly trained professionals. The disadvantages of CATIE as a training site which were reported to the team include country club atmosphere that is not encountered in the rest of Central America, the image of CATIE as a center where scientists design projects and direct workers to carry them out rather than getting dirty themselves;

the current work load of the professors is so full, it is difficult for them to give substantial support to trainees.

Turrialba also offers Diversificacion Agricola which includes vertically integrated programs in apiculture, Macadamia nuts, reforestation, and Tilapia culture. It was suggested that trainees spend a week in Turrialba, dividing their time between the two institutions and living in the city with private families.



V. FORESTRY PROJECT PROGRAMMING

All institutions expressed interest in the forestry programming workshop. This need arises from a lack of experience in forestry programming, so any workshop should focus equally on forestry programming issues as well as PC programming issues. This training workshop can also promote the PC mystique, which is important to ensure that technical objectives are not the sole criteria for productive, well trained volunteers.

DGF is interested in skill trained PCVs when it is clear to the DGF the level of PCV skills. DGF would prefer some BS forestry PCVs but agrees that generalists can do extension work. DGF needs professional foresters to help manage their forest reserves which are now 12% of Costa Rica (but without management).

Throughout PC/CR, PCV are replacing volunteers in the same assignments. The PCVs are satisfied with their assignments which is reflected in a high extension rate and a low attrition rate. PC/CR has traditionally worked with the more open or low-profile agencies. Only recently have approaches been made to agencies traditionally outside this group, such as ITCO and ICE.

PC should attempt to improve the selection process, with more specific programming for each individual placement. Using more local recruiters in the US or sending APCDs on recruiting trips to the US would help promote better fills.

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APPENDIX A

ASSESSMENT TEAM BRIEFING ISSUES
TO BE DISCUSSED
WITH
PEACE CORPS, AID AND HOST COUNTRY MINISTRY STAFF

The following topics should be discussed with Peace Corps staff and volunteers, AID mission staff and Host Country Ministry staff. The discussion on the topics should follow the outlines as closely as possible in order to obtain comparable data from each country. All information obtained should be cross referenced as much as possible from other sources for an objective viewpoint.

I. HOST COUNTRY MINISTRY COMMITMENT/EXPERIENCE

A. Host Country Government's priorities in development programs

1. What have been Host Country Government's development priorities in the past 3 - 5 years: Forestry/Natural Resources, Education, Health, etc?
2. What types of programs (Education, Health, Water, etc.) has Host Country Government most actively pursued from donor agencies in the last 3 -5 years?
3. What are the current developmental priorities of the Host country Government? Give examples.
4. What are projected needs as perceived by Host Country Ministry?
5. What are the projected developmental priorities for the Host Country Government in the near future (1 - 3 years)? Give examples. To what extent are donor agencies involved in accomplishing those priorities?
6. If answer to 5 is different than 1 or 2, why?

B. Forestry Department or other Government supported forestry efforts

1. What is the institutional structure of the Department of Forestry? (Include an organizational chart.)
2. What type of support does the Forestry Department receive from the parent ministry and the Host Country Government in general?
3. What are the staff/material resources of the current Forestry Department?
 - o budget
 - o education of employees
 - o training of employees
 - o forestry schools in the country
 - o research capabilities/current research activities (involving whom, what is major thrust of research)?
 - o staff stability
 - o audio-visual, technical files/library, forestry equipment
4. What types of forestry programs and projects has the Department of Forestry focused on in the past 3 years? Currently involved in? (Anticipate next 3- 5 years.) Where are these located? List examples, e.g., village woodlots, watershed management.
5. How is the Forestry Department perceived by the general public? e.g., tax collector, enforcement officer, public servant?
6. Future plans.

- C. Host Country Department of Forestry past/current experience in forestry projects with PC or AID (Separate response for each agency)
1. What type of forestry programs/projects has this arrangement usually entailed? Examples.
 2. Is there a geographical focus/distribution of these projects?
 3. What segment of society (ethnic, social, sex) have these programs/projects benefited the most? Is this going to change to any degree?
 4. What type of support has the HCM provided PCVs in these projects?
 - o material
 - o labor
 - o office space/support
 - o technical support (use of labs, etc.)
 - o dollars
 - o transportation
 - o training
 5. What are Host Country Department of Forestry's attitude and actual resource capability toward providing counterparts for PCVs?
 6. Have PCV counterparts been used? Seldom, usually, almost always?
 7. What is the institutional level of the PCVs' counterparts?
 8. What type of qualifications does the Department of Forestry require of its PCV counterpart?
- D. Host Country Department of Forestry past/current experience with private voluntary organizations and other international donor agencies
1. What are the organizations and key personnel that have been involved (past 3 years)?
 2. What type of programs/projects have taken place/are taking place?
 3. What are future expectations for programs/projects (within 5 years)?

II. PEACE CORPS INTEREST/EXPERIENCE

A. Personnel Resources

1. Are there currently staff members involved in forestry and/or related projects?
2. If so, what are their backgrounds and terms of service?
3. What plans exist for replacing them?
4. If there currently are no such staff members, what, if any, plans exist for responsibility for a forestry project?

5. What are the names and numbers of volunteers, by project, and their completion of service dates and replacement plans?
- B. Material Resources
1. What type of project material support is available to volunteers from Peace Corps?
 2. What type of audio-visual, technical files, library, support is easily accessible to PCVs from the Peace Corps office?
- C. Peace Corps experience in forestry/natural resources projects
1. What types of forestry projects has Peace Corps been involved in in the last 3 years? Examples.
 2. What are the current projects Peace Corps is involved in?
 - o are they progressing as planned? If not, what changes have been necessary?
 - o how many volunteers are involved in these projects?
 - o what degree of counterpart participation exists?
 - o what level of technical support do the PCVs/counterparts receive from PC/HCM?
 3. Is there a geographical focus to PC forestry projects? If so, why?
 4. To what degree does PC in-country see itself capable of programming/support for new project development or expansion of old projects?
 5. What constraints do they see? What PC/Washington support will they need?
- D. Peace Corps experience in collaborative projects, of any kind, with AID
1. Within the last 3 years, what type of programs/projects have been developed jointly by PC and AID?
 2. Who initiated this activity and at what level (central, regional, local)?
 3. What degree of involvement (money, labor, material) has existed from both parties?
 4. What is Peace Corps' general perception of this type of activity?
- E. Peace Corps' relationship with Host Country Ministry and AID
1. What has been Peace Corps' relationship with Host Country Ministry and AID in general?
 2. Are there foreseeable changes in this relationship due to changes in budget, staff, or program priorities by any entity?

3. Are there specific issues in common/different?
- F. Peace Corps' relationship with PVOs, NGOs, and other donor agencies.
1. What is Peace Corps' current relationship and past experience with PVOs, NGOs, and other donor agencies (including key personnel)?
 2. Has Peace Corps been able to effectively utilize PVOs, NGOs, and other donor agency personnel/material resources?
 3. What is future potential for material/technical support from these agencies?

III. AID INTEREST/EXPERIENCE

A. Staff Resources

1. Does AID currently have staff dealing with forestry?
2. If so, what is their background and terms of service?
3. What, if any, plans for replacing or adding forestry related staff exist?

B. Technical Resources

1. What technical resources (e.g., libraries, connections with research organizations, private consultant resources) does AID have that could assist PASA related activities?
2. Who has or does not have access to these technical resources?

C. AID experience in forestry/natural resources projects

1. What types for forestry/natural resources related programs/projects has AID been involved in in the last 3 years?
 - o degree of involvement
 - money
 - labor
 - material
 - o principle beneficiaries in society
 - o most important outcome
2. What type of forestry/natural resources related programs/projects is AID currently involved in?
 - o degree of involvement
 - money
 - labor
 - material
 - o principle beneficiaries in society
 - o anticipated outcomes

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3. Is there a general philosophical orientation of these programs/projects?
 4. Is there a common development strategy to these programs/projects (e.g., institution building)? Give examples.
 5. Who is primarily undertaking program/project activities? Give examples.
 6. What is AID's philosophical orientation toward the use of counterparts?
 7. Is the orientation reflected in the actual projects?
 8. With what priority does AID view future/expanded efforts in the forestry area? How is that commitment evidenced?
 9. Is there a geographical focus to AID activities?
- D. AID experience in collaborative projects, of any kind, with PC, PVOs, and NGOs
1. What types of programs/projects have taken place?
 2. What organization initiated this collaborative effort and at what level (i.e., central, regional, mission)?
 3. What was the degree of involvement by each participating organization (i.e., money, labor, material)?
 4. What were/are the outcomes of these activities (e.g., primary beneficiaries in society)?
 5. What is AID general perception of this type of activity?
- E. AID's relationship with HCM and Peace Corps
1. What has been AID's relationship with PC and HCM in general (e.g., assess AID's attitude and understanding of 3 goals of Peace Corps)?
 2. Are there foreseeable changes in this relationship due to change in budget, staff, or program priorities by any entity?
 3. Are there specific issues in common/disagreement?
- F. AID's relationship with PVOs
1. What is AID's current relationship and past experience with PVOs, NGOs and other donor agencies?
 2. What type of contributions have existed in these efforts (e.g., key personnel, material, dollars, technical resources)?

IV. TRAINING

A. Peace Corps Volunteer Training

1. What is the attitude of PC, HCM, and AID staff toward skill trained volunteers in Forestry/Natural Resources programs/projects?

2. Have PC, HCM, and AID worked with trained volunteers? If yes, what type of project, if no, why not?
3. If Peace Corps has used skill-trained volunteers in any sector, where has the skill-training taken place (i.e., SST or in-country)?
4. What suggestions do PC staff and volunteers, HCM and AID have for pre-service and in-service PCV training (especially skill training) for forestry programs/projects (e.g., skill areas)?
5. What type of in-service forestry training could be provided for PCVs currently working in other programs?

B. Peace Corps volunteer counterpart training

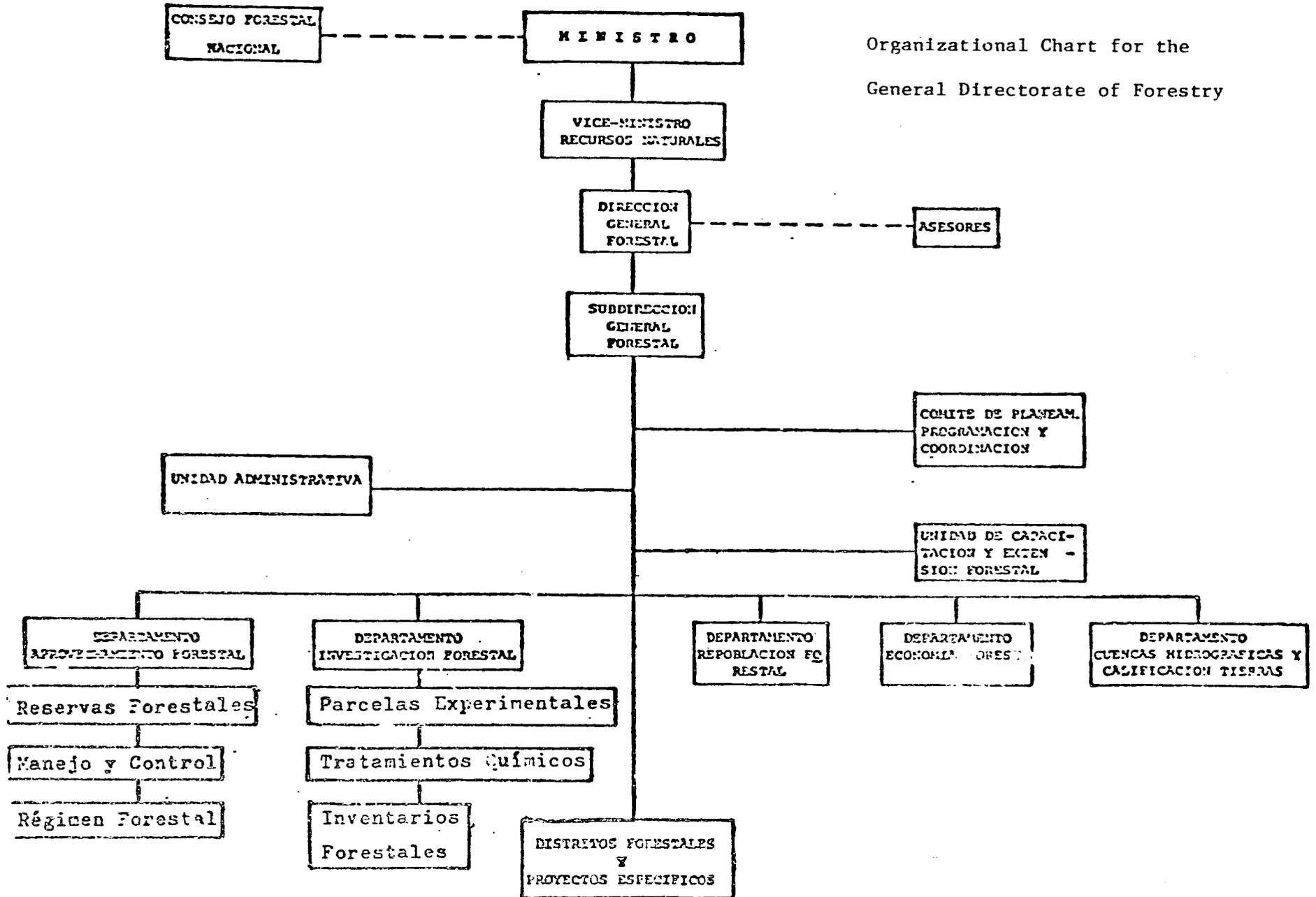
1. What degree of involvement do counterparts have in current or projected PC, AID, or other PVO or donor agency forestry projects?
2. What is the attitude of PC, HCM, and AID toward PCV counterpart involvement in PCV pre-service and in-service training?
3. What are each entity's principal concerns about this issue, such as financial, support, technical material presented, language, travel, time away from work, etc.?
4. Are there appropriate training facilities, either Peace Corps, AID, HCM, or private, in-country or within the geographical region?

V. FORESTRY PROJECT PROGRAMMING

1. What are the tentative forestry programming issues that PC, HCM, and AID perceive as needing to be addressed before an actual new or expanded project could be implemented?
2. Which entities need to address which of these issues?
3. What further information does each of these entities feel it needs from Peace Corps/Washington, in order to determine the feasibility of further participation in the PASA?

APPENDIX B

Organizational Chart for the
General Directorate of Forestry



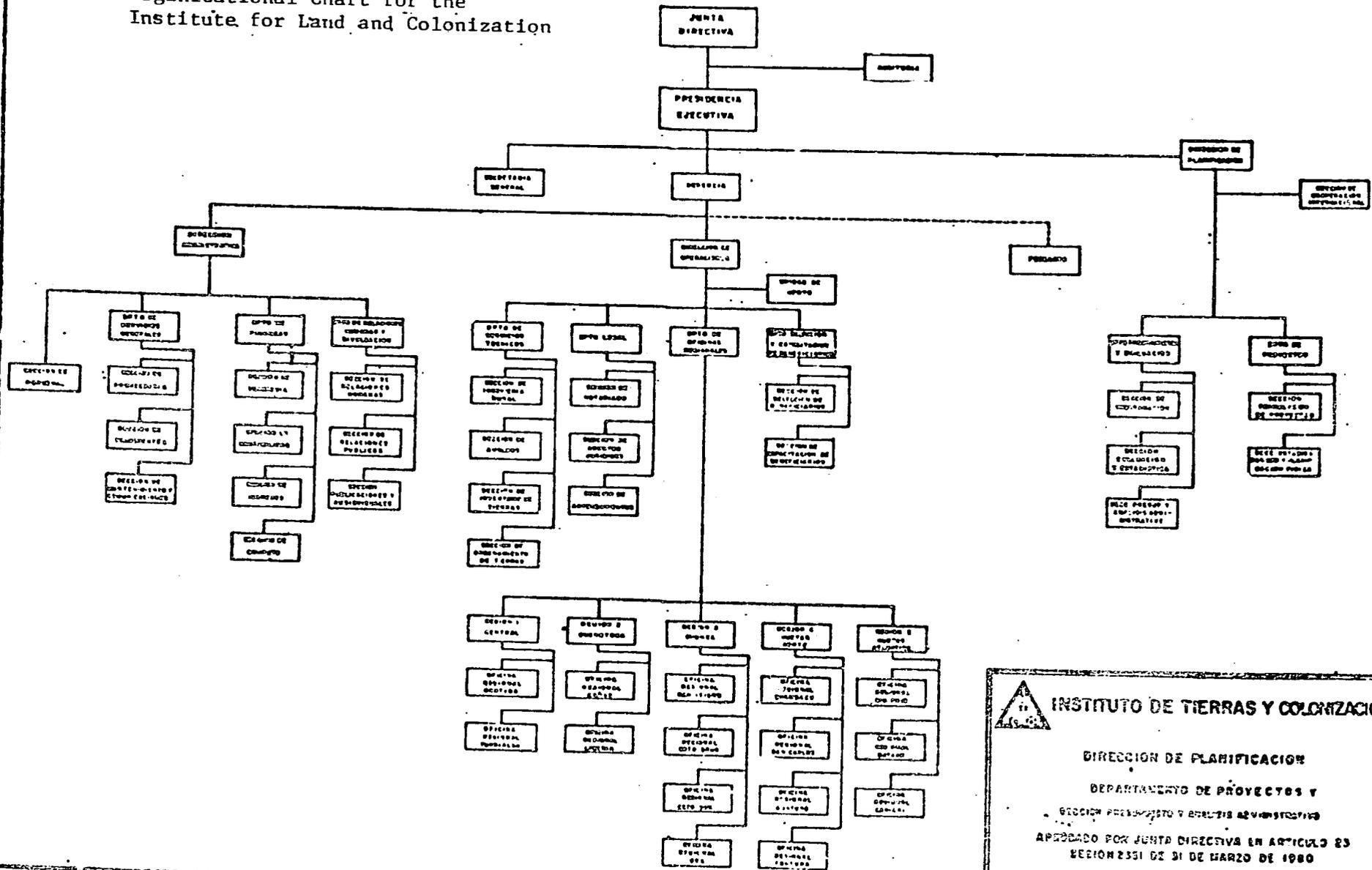
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ORGANIGRAMA GENERAL

L.T.C.O.

APPENDIX C

Organizational Chart for the
Institute for Land and Colonization




INSTITUTO DE TIERRAS Y COLONIZACION
 DIRECCION DE PLANIFICACION
 DEPARTAMENTO DE PROYECTOS Y
 SECCION PRESUPUESTO Y ANALISIS ADMINISTRATIVO
 APROBADO POR JUNTA DIRECTIVA EN ARTICULO 23
 SECCION 2351 DE 31 DE MARZO DE 1980
 RIGOBERTO MORALES ESPINOSA

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APPENDIX D

CURRENT PEACE CORPS VOLUNTEERS IN CONSERVATION IN COSTA RICA

<u>NAME</u>	<u>EDUCATION</u>	<u>ASSIGNMENT</u>	<u>AGENCY</u>	<u>COS</u>	<u>RPLCMNT</u>
G. Burniske	BS	Watersheds	SPN	10/81	
R. Carlson	MS	Watersheds	SPN	09/81	
K. Carlson	BS	Watersheds	CATIE	06/81	
M. Cloutier	BS	Macadamia Nuts	DAG	02/82	X
M. Dolce	BS	Macadamia Nuts	DAG	02/82	X
R. Gerwin	BS	Environ. Ed.	DGF/ASCONA	11/82	X
N. Glover	BS	Agro-Forestry	CATIE	06/82	
D. Masterson	BS	Forestry	DAG	06/82	X
W. McCann		Ag Research	CATIE	02/82	
R. Meixner		Soils Instr.	ITCO	02/82	
D. Perry	BFA	Forestry Ext.	MEP	04/81	