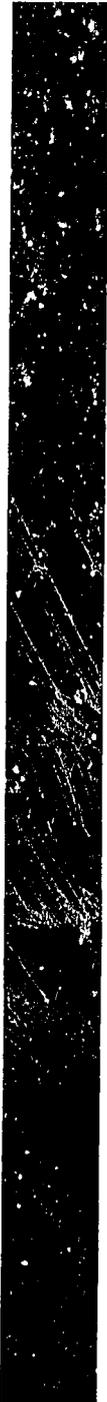
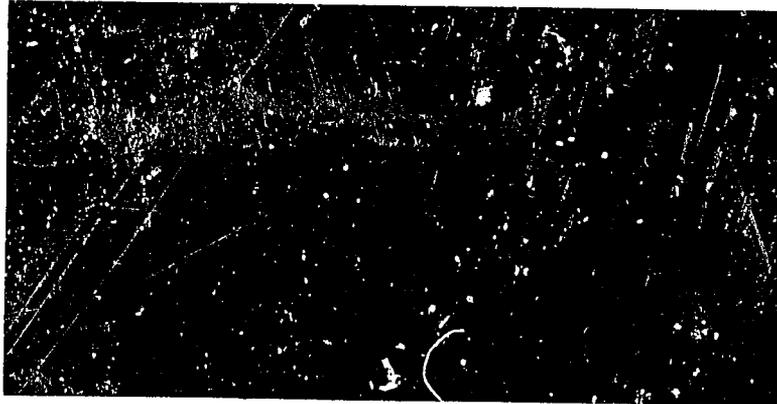


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ASSESSMENT OF BOLIVIA'S NON-
GOVERNMENTAL NON-PROFIT
ENVIRONMENTAL ORGANIZATIONS
AND RECOMMENDATIONS FOR A
PLAN OF ACTION

Diane Walton Wood
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International Institute for Environment and Development
1717 Massachusetts Ave. N.W.
Suite 302
Washington, DC 20036
(202) 462-0900

INTRODUCTION

November 12-15, 1984, at the request of USAID/Bolivia I began an assessment of non-governmental, non-profit environment groups, to determine their capabilities and needs, and their potential for making effective use of A.I.D. financial assistance. My findings were submitted to USAID/Bolivia in a report "Preliminary Analysis of Private Environmental Groups in Bolivia". I was invited to return to Bolivia to carry out a more detailed analysis, and if sufficient potential existed, to design a program of action for USAID/Bolivia funding. This report is based on meetings I had with private and semi-private groups in La Paz, Bolivia from June 4-13, 1985. Leslie McTyre, currently on contract with USAID/Bolivia was extremely helpful contacting groups and arranging meetings for me. Dennis McCaffrey of IIED also provided valuable time and insights.

As background for this study, the preliminary analysis carried out in November presented the following conclusions:

- o Bolivia is facing severe environmental problems: soil erosion overgrazing; lack of forest, park and wildlife management; and water pollution.
- o Bolivian government agencies have not been effective in bringing about improved natural resources management.
- o The private sector is needed to fill advocacy, lobbying and watchdog functions to stimulate more government action. It is also needed to develop consciousness raising and environmental education programs, and to carry out research programs investigating environmental problems and identifying solutions.
- o The basic components exist for private and semi-private environmental organizations to make a valuable contribution towards improved natural resource/environment management.

- o The existing groups need financial and technical assistance to fulfill their role and could benefit from A.I.D. support.
- o A.I.D. support to the environmental groups would be consistent with A.I.D. policy (Policy Determination -- 6 April 26, 1983).

These conclusions were reconfirmed through detailed meetings with various environmental groups from June 4-13, 1985. More detailed interviews made it even more convincing that A.I.D. support would be appropriate and that it is critical to establishing a much needed strong private environmental/natural resource program in Bolivia. Therefore, in addition to a summary of my assessment of the environmental groups in more detail than my previous visit allowed, this report includes an illustrative program for consideration for A.I.D. support.

FRAMEWORK FOR THE ANALYSIS

Several considerations provided the basis for the assessment of Bolivia's private environmental groups. First, are the groups diverse enough to be able to address several of Bolivia's needs for a private sector environmental program, or do they offer only one or two strategies? If diversity is lacking, would it be advisable to stimulate new private groups with different capabilities? Secondly, the assessment needed to determine whether the individual groups themselves had the basic foundations to be able to use A.I.D. or other donor support effectively to eventually become productive, self-sustaining institutions? Third, if the groups individually did not have the necessary infrastructure to undertake major programs on their own, did they as a group complement one another's strengths adequately to be able to work together to get the experience necessary to develop the capabilities to function on their own?

To assess the groups' individual capabilities and needs, the following factors were reviewed:

- o Organizational Structure: Bylaws, board of directors, system for electing officers, membership staff.
- o Management: Interactions between members and staff, decision-making process, regularity of meetings and attendance.
- o Administration: Accounting, record keeping, office space, supplies, furniture, telephone, etc.
- o Fundraising: Strategy, sources of funds, local and international contacts, overheads.
- o Programming: Awareness and understanding of environmental problems, choices of priorities, choices of strategies to address priorities, continuity, willingness to coordinate with other groups, technical training, publications, ability to write proposals.
- o Organizational Identity: Sense of identity shared by all members; awareness differences and similarities with other groups, logo, brochures, credibility.

A general meeting was held with the most active environmental groups, to inform them of the assessment and its purpose. During this meeting the groups were asked to suggest other organizations to be interviewed. Individual interviews, lasting approximately 2 hours each were held with the groups. All groups interviewed were invited to a general meeting at USAID/Bolivia for a verbal summary of the assessment. A very brief summary in Spanish of the findings and proposed action plan was distributed to the groups and reactions were invited to be included in this final report.

A.I.D. refers to private, non-profit environmental groups as Private Voluntary Organizations (PVO's) or Non-Governmental Organizations (NGO's). Both terms imply independence from host government funds. In La Paz, Bolivia there are only two environmental groups that are registered, private,

non-profit organizations. Bolivia's situation requires a looser definition to include semi-private groups as well. At this early stage of non-governmental initiatives, Bolivia needs as wide a range of options as possible for initiating an effective private sector program soon. Therefore, organizations demonstrating an interest in environmental and natural resource management issues that are not 100 percent dependent on Government of Bolivia funds were also included. If they have sufficient private funds or a private affiliation they were considered flexible enough to play an active role in private sector environmental actions.

The groups interviewed were selected by word of mouth and are those with the highest environmental profile in La Paz. There are most likely other groups carrying out environmental activities that are not automatically thought of as a non-governmental environmental group. The groups included in this report should make every effort to identify other such groups, that time did not permit me to interview. Even more importantly, this study was restricted to La Paz. There are many valuable non-government efforts underway outside the capital that should be contacted and included in a non-governmental program.

ANALYSIS - General

Bolivia's economic situation has severely limited the resources available to private environmental groups, and very few have been able to implement programs. Because of this limitation it was not appropriate to assess the groups only on completed or ongoing activities. Several groups had to be

reviewed for their potential, rather than actual capabilities. All the groups reviewed for potential capabilities have existed for at least 3 years, have regular meetings, and have demonstrated their commitment by continuing to work together in spite of limited resources. These qualities are critical to developing a foundation for long-term sustainability of private non-profit groups.

A non-governmental environmental program should be diverse, involving several strategies: lobbying, advocacy, monitoring, education, extension, research, training, fund-raising and implementation of projects dealing directly with natural resources such as reforestation, land protection. The strategies employed by the groups should be directed towards bringing about environmental policies, legislation, an environmental constituency and a citizenry aware of environmental problems and motivated to solve them and prevent future ones. As pointed out earlier, Bolivia's environmental groups are relatively young and have not had the opportunity to put into practice the strategies they have set out for themselves. They have, however, chosen diverse roles that together will provide Bolivia with a range of approaches for environment and natural resources management. Specific areas covered or intended to be covered are: education, extension, research, investigation, reforestation, development of appropriate technologies, training and recreation. There are some overlapping interests and programming, but not so much as to cause inappropriate competition. Where there is overlapping the groups indicated a willingness to work together whenever feasible. Shared by all the groups is the attitude that the best way to initiate a strong program is by working together.

In addition to diversity and a willingness to cooperate there is another factor which makes a private sector environmental program for Bolivia seem promising. The groups are practical and appear to be avoiding an elitist environmental approach often transferred from developed countries. They are concerned about the rural poor and recognize that to succeed they are going to have to work closely with the people who depend directly on natural resources for sustaining a living. The groups all identified as priorities: a need for public awareness and understanding of Bolivia's natural resource situation; a need for basic environment/natural resource management data; a need for people trained to analyze the data; and, a need to provide practical environmental/natural resource information to the Bolivian farmer in ways that are easily understood and applied.

Another strength common to all the groups is their recognition of the need to initiate a non-governmental program slowly. After having worked with no resources or very limited ones for a long time they are aware that it would be unwise to absorb a major grant and program of activities. Although they feel overwhelmed by how much needs to be done for Bolivia's environment, they also unanimously feel that too much money too fast would hinder more than help. This realistic approach will be an asset when the groups receive financial assistance.

ANALYSIS - Specific

Sociedad Boliviana de Ecologia - SOBE Bolivian Ecology Society

SOBE has been functioning for close to 20 years. It has 45 members, 15-20 active. The members represent a wide range of professionals, with the most active being scientists, many of whom have been members since the group's founding. The group is aware that it needs to attract young professionals.

Twenty years of intermittent activities have given the group a strong sense of identity. The individuals interviewed were consistent with one another regarding their organization's focus and on how it relates to other organizations. They see themselves as a technical group focussing on the ecological aspects of environmental problems and identifying appropriate solutions. They consider their efforts as complementary to PRODENA's work which is more consciousness-raising and information dissemination. Non-SOBE members interviewed were in agreement with the image SOBE projects of itself. SOBE has its own logo and letterhead. SOBE coordinates its work with other institutions (government and non-government) and does not appear to compete with other groups.

SOBE has regular meetings on Thursdays, usually at the Club Andino at 11:00 AM. In these meetings the members discuss environmental issues they are concerned with and develop projects to address them. There is a definite atmosphere of equanimity. Unlike most small environmental groups, no one individual dominates the organization, allowing for a free flow of ideas and creative exchanges. The organization has its own bylaws, "persona juridica", and a board of directors elected annually in the general assembly. All members volunteer their time. There is no newsletter to inform members of activities, but adequate communication is maintained by telephoning. One member felt that more effort is needed to telephone all members regularly to encourage meeting attendance. At times when a technical proposal is being discussed that is outside the members expertise, the appropriate outside expert will be invited to the weekly meeting to review the proposal. SOBE has affiliate chapters in Oruro, Potosi, Tarija, Centro Minero, and Beni. The affiliates receive technical advise from the central office.

SOBE's programs are technical in nature. They are at a bit of a standstill now due to Bolivia's economic and political crisis. In recent years they put on seminars on environmental issues jointly with the Academy of Sciences. Attendance could be as high as 100 and a small admission fee was charged. Lack of funds prevents SOBE from publishing the results of their seminars. SOBE publishes newspaper articles and has received a high profile in the papers and on television on Earth Day, June 5. The current President of SOBE has written several books on environmental issues in Bolivia. One of these books was read as a series on the television. Funds are needed to publish these books. The program areas SOBE has identified for itself are: protection of watersheds; introducing ecology into the formal school curriculum; developing in rural communities the capabilities to address their environmental problems, and identifying small-scale projects for sustainable development. Under watershed protection SOBE has developed a joint proposal with the Alcaldia of La Paz and PRODENA to reforest the Huaripampa area and develop a small reserve of Andean wildlife there to attract tourists and educate the public. One SOBE member is working with a private entrepreneur to develop techniques to improve productivity in the altiplano. Currently they are carrying out reforestation projects and developing a greenhouse that could be affordable to a peasant.

Although SOBE has an organizational infrastructure it is severely hampered by having no physical infrastructure. Discussions of programs, plans for revitalizing seminars, ideas for fundraising all returned to the same point --

without an office, official address, and staff to maintain the office (secretary and executive director) SOBE is not able to complete the last steps needed to make a project a reality. Furthermore, SOBE would like to develop a technical library but cannot request donations of books without a location for making them available. At present their stationery and technical publications are stored in different members homes. The Club Andino loans SOBE an office for its weekly meeting but the members say it is quite small and they cannot have large meetings there. Without an office and operating staff SOBE finds it difficult to collect dues, send out funding proposals and follow project ideas through to their implementation. With the exception of an occasional outside donation for conducting seminars, SOBE projects are funded at the member's personal expense. SOBE feels that its membership exposes it to potential donors, but has done little to pursue this because of having no physical operating base. SOBE members tend to be overly cautious about fundraising from institutions or individuals which might be potentially in conflict with environmental management.

SOBE and PRODENA have discussed merging but decided it was important to keep their identities separate. They would be willing to share office space and secretarial staff. SOBE's response to possibilities for technical assistance was a concern that without an office and staff it is difficult to decide who to train. Should they receive support for an office and an opportunity to implement projects, they would benefit greatly by participating in workshops in non-profit private institution building as well as project design and implementation. SOBE would like to decentralize its work and attract affiliates throughout Bolivia.

Of most interest to SOBE members is reforestation in the Altiplano, especially in rural communities and schools. SOBE envisions setting up community nurseries, providing communities with seeds and technologies and meeting with town leaders to discuss the value of reforestation projects. For such a project SOBE could envision working with the Ministry of Education, Regional Development Corporations and farmer organizations. SOBE feels that other organizations (national and international) are developing similar projects and that coordination between them is important. SOBE feels that the Oriente region is in danger, and that attention should be focussed there as well. Eventually, they would like to see a program undertaken to promote the protection of the region's wildlife.

If SOBE were to receive funds for its community reforestation program, it would hire mid-level technicians to carry it out. SOBE members would volunteer their services to supervise the project. To carry out the project they would need a small truck, driver, seeds and nursery tools.

Asociacion Pro Defensa de la Naturaleza - PRODENA
The Bolivian Wildlife Society

PRODENA was founded in 1981. It has 50 members, 15 active. The membership is diverse including wealthy individuals from industries and banks. PRODENA and SOBE share active members. The President works with the U.N. Food and Agricultural Organization and travels frequently. The Vice

President is a cinematographer and has developed many media programs for PRODENA. PRODENA is a consciousness-raising group, interested in influencing a wide range of audiences in the general public. Wildlife and national parks are its main concern partially because of the influence of its founder and chief benefactor, Reginald Hardy, who is extremely concerned about wildlife issues in Bolivia. At times PRODENA takes extreme stands on wildlife issues but there is a consciousness that a "preservationist" approach is not always appropriate. They see their work as complementary to SOBE, focusing in non-formal education and disseminating general environmental information rather than researching ecology issues and publishing technical documents. PRODENA has its own logo and publishes its own bulletin for members and interested organizations.

PRODENA has regular weekly meetings on Mondays at 11:00 am, at an office loaned to them by Reginald Hardy. At these meetings, the members discuss the issues, decide whether to take action on certain ones and bring them to the attention of the media. The organization has bylaws, "persona juridica" and a board of directors elected annually in a general assembly. All members volunteer their time.

PRODENA's programs educate the general public about wildlife and environmental appreciation. Last year they prepared 10 short television spots which were put onto video cassettes. The programs were sponsored by the Bank of Bolivia and prepared by PRODENA's Vice President. They are informative, professionally presented, and were used quite intensively by Bolivian television stations. The approach is modelled after a similarly successful program developed by Fundacion Natura in Ecuador. PRODENA has also produced a slide show for use on television or in schools on wildlife of the Andes. PRODENA is participating in the Nature Conservancy's program to develop a biology station in Beni and took photos of the area to be used by the Nature Conservancy for fundraising purposes. There are plans to prepare a book on Andean Wildlife and PRODENA is interested in producing a layman's version of the USAID environmental profile. PRODENA works closely with SOBE and would be a part of the proposed reforestation project of the Huaripampa region around La Paz. PRODENA is proposing a major national environmental awareness campaign using the mass media. The campaign would focus on plants, animals and water, attempting to influence public opinion regarding specific environmental issues, environmental education, and environmental legislation. PRODENA is an advocate for wildlife legislation and actively supports the Convention on International Trade of Endangered Species.

PRODENA, like SOBE, has the primary ingredients to qualify it as an active organization but it also is severely held back because it has no office or paid staff. Through Mr. Hardy's generosity, PRODENA has use of an attractive office in the 12th floor of the Bank of Bolivia building and Mr. Hardy's secretary provides assistance in her free time. PRODENA is also able to use the telephone and telex there. Members pointed out, however, that they cannot hold large meetings there (over 10 people) and cannot enter the building after working hours. It is not possible to develop a library or invite the public to feel free to walk in. PRODENA's slide shows display the logo but lose their advertising potential because they cannot display a telephone number or address. PRODENA feels that it has excellent contacts for fundraising but

does not feel that it is appropriate to approach people for support when there is no central physical presence of the group. With an office and an executive director and secretary PRODNA feels it could obtain donations of equipment and finances easily. PRODNA has demonstrated its creativity for fundraising in the Bank of Bolivia's 1983 annual report. PRODNA provided the Bank with environmental photos and assisted the bank in preparing an annual report focusing on Bolivia's environmental situation. Due to the economic situation, PRODNA is not actively collecting dues.

In addition to general consciousness raising, PRODNA is in expanding its environmental education program to reach specialized audiences, especially economists, decisionmakers and teachers. One PRODNA member emphasized the critical need for environmental education materials in Bolivia. PRODNA members feel that technical training in environmental education methods and planning is needed for developing programs. PRODNA is also interested in promoting Bolivia's national parks.

Instituto de Ecologia
Ecology Institute

The Institute was founded in 1978. It is dependent on the Department of Pure and Natural Sciences of the Universidad Mayor de San Andres. It maintains an affiliation with the University of Gottingen in German. For 4 years it received financial support from Germany's GDZ. This support provided for German and Bolivian counterparts to work together. These funds have stopped. The University Gottingen still provides German counterparts but the Germans have to find their own funding to work in Bolivia. The Institute is very pleased with the dedicated and homogeneous staff it has been able to develop. Due to financial limitations it fears losing the staff it has prepared to better paying consulting firms.

There are 3 primary activities the Institute carries out. They prepare professionals in ecology, botany and mammalogy and now have 6 trained scientists. The second activity is to identify priority ecosystems for further research and inventories. Three areas they have programmed to look at in detail are the Altiplano, savannahs and subtropical forests. The Institute could coordinate with CUMAT, Bolivia's land use capability classification project to identify specific areas in need of ecological studies. The third activity is still being developed. The Institute is developing pilot ecology projects: use of greenhouses, pest control and water percolation for examples. The problem encountered implementing the pilot programs is lack of a mechanism to ensure continuity in the rural communities. The Institute could carry out a joint effort in this area with SOBE.

In all of their projects the Institute has 2 subprojects: development of a herbarium and a biological inventory of fauna. Unfortunately the University does not have funds to maintain these activities. To avoid duplication the Institute works jointly with the Museum of Natural History in these two areas. The Institute also cooperates with the museum in the Nature Conservancy sponsored project developing a biological research station in Beni. The Institute has been successful receiving a variety of grants, from

UNESCO, Volkswagen, and el Instituto de Mar del Peru. It has good international contacts and is visited by foreign scientists. It has a functioning infrastructure but is severely limited in funds, just barely covering the costs of salaries.

The Institute would be interested in establishing an interinstitutional committee to coordinate projects and channel international funds. To be effective the Institute feels the committee would have to have a full-time director, with technical understanding of environmental issues, diplomacy and national and international recognition.

The Institute has carried out several studies in vegetation, soil, climate and wildlife and produces several technical publications distributed nationally and internationally.

Museo de Historia Natural
Museum of Natural History

The Museum was founded in 1980 and depends on the National Academy of Sciences of Bolivia. Salaries are paid for by the Bolivian government, and projects are funded by international organizations and private donations. The museum is frustrated by lack of funds and an infrastructure. It has just received a new director.

The museum cooperates closely with the Institute of Ecology and Missouri Botanical Garden. It has begun collections for its Herbarium in the Zongo, Coroico and Tarija valleys. It has collected fauna in various localities of the Bolivian Altiplano. It has also carried out several paleontology studies. The museum has 3 departments: biology, geology and museology.

Just recently the museum received major support from the U.S. Nature Conservancy. The Conservancy is providing valuable assistance for building a two-story addition to the existing building. The building will house more collections, provide for an exhibition room and a data center. The museum has worked closely with schools around La Paz to stimulate interest in natural history. It sent a letter to all the schools inviting them to visit and request special topics for museum staff presentations. The museum receives at least 1,000 visitors per month.

The director is interested in expanding its outreach program. It has submitted 3 proposals to the Ministry of Planning's Office of Science and Technology. One proposal requests funds for video equipment to set up in the exhibition hall and to take to schools. Also proposed is a plan to establish a garden of native plants around the museum grounds. The third proposal is for a children's playground with an animal theme for the museum grounds.

The museum is well staffed with an ichthyologist, ornithologist, 2 geologists, 1 botanist, 1 biologist, a taxidermist and 2 museologists.

Club Andino
Andean Club

The Bolivian Andean Club was founded in 1939 and is dependent on the National Sports Federation of skiing and mountain climbing. It has 45 active members. It used to receive financial support from the Federation but has not for the last 4 years. It has its own statutes and "persona juridica". The first article of the statutes places Andean flora and fauna research and education as a priority. The club is to educate the public and tourists about the Andes through special publications, refuges, hotels and special events.

Last year the Andean Club sponsored "Mountain Month" culminating with a reforestation program. The trees planted have not survived well because no one has maintained them. Next year the Club plans to work more closely with local decision makers to continue caring for the trees.

In 1943 the government decreed that the Andean Club was responsible for the National Park Chalcataya which covers the area between the Condoni and Yungas passes. The Club's ski patrol is responsible for protecting the Park's flora and fauna, preventing accidents and clearing the roads. The Club would like to intensify its work in this area. It would like to provide its ski patrol members with training in conservation of wildlife and park interpretation. Several of the members are photographers and have photos that could be useful for a book on Andean wildlife and for PRODNA's slide programs.

Centro Interdisciplinario de Estudios Comunitarios - CIEC
Interdisciplinary Center for Community Studies

The Center is a non-profit organization dedicated to researching the psycho-social factors affecting urban and rural life. Although environment is not the primary focus, the Center was interviewed because of the Director's interest in environmental education, and the environmental education projects CIEC is carrying out for the Science and Technology Division of the Ministry of Planning.

The Center is developing environmental education materials, especially a manual for teachers. The Director is conscious of the importance of directing environmental education programs towards changing behavior as well as attitudes. CIEC would be an appropriate organization to carry out a survey of environmental attitudes throughout Bolivia. Effective environmental education programs depend on a knowledge of people's attitudes towards their environment and their reasons for behaving certain ways. A national survey of people's attitudes could assist in categorizing different target audiences for environmental education programs, and in tailoring programs to different groups' levels of understanding.

To carry out such a survey CIEC should coordinate with other environmental groups to find out the types of information that would be useful to them in their projects.

Proyecto Capacidad de Uso Mayor de la Tierra - CUMAT
Land Use Capability Project

CUMAT is a project funded by USAID/Bolivia and the PL480 secretariat. Its purpose is to classify land for its best use to enable Bolivia to make national and regional plans. The project carries out detailed research of certain areas, using aerial photographs and maps. The project also provides training opportunities, through workshops, seminars and round tables.

The primary data collected by CUMAT is made available nationally and internationally for use in planning. CUMAT has several publications available presenting its findings and the system it uses to classify land. CUMAT focuses on three priority areas: 1) populated areas with potential for agriculture and forestry, 2) unpopulated areas with agriculture and forestry potential; 3) populated areas without agriculture potential.

CUMAT intends to systematize and store natural resource data to make publicly available. They hope to identify areas for national parks, and forest and wildlife reserves. CUMAT also plans to produce management and conservation guides for each land use category.

CUMAT, in a brief time, has established itself as a highly professional team, collecting valuable information with many potential uses for natural resource/environment management in Bolivia. It has a qualified staff and effective administrative system. CUMAT has offered to coordinate office space and transportation for private environmental groups in need of an infrastructure to be able to start to undertake projects.

CONCLUSIONS

- o Bolivian non-government and semi-government environmental groups have the diversity and commitment to be effective institutions to address Bolivia's environment and natural resource management problems.
- o The effectiveness of the groups is severely limited by almost non-existent financial resources and an office and staff.
- o Each group has an individual contribution to be made to environment/natural resource programs but could have its strengths complemented best if included as part of a joint program.
- o With an office and staff each group could manage small grants and would be willing to share these resources to facilitate receiving financial assistance through a larger grant.
- o The groups would benefit from technical training in non-government non-profit institution building (fundraising, membership, project design) and in all aspects of environmental education.
- o Technical training would be most appropriate once the groups have an office, staff to train, and projects to implement.

RECOMMENDATIONS

- o The environmental groups should work together to expand the interinstitutional agreement recently signed between SOBE, PRODENA and the Institute of Ecology. The agreement should detail the purposes and responsibilities of the interinstitutional body and identify additional groups to be included. To receive outside funding it must have a "persona juridica."
- o Attention should be given to distinguishing the new interinstitutional body from the Comité Interinstitucional de Medio Ambiente (C.I.M.A.) of the Ministry of Planning. To avoid confusion both groups should identify how they could complement one another, one representing government and the other non-government.
- o The groups choosing to work together should develop a 3-year plan of action identifying: the basic resources they need to develop individually and jointly; the individual projects they intend to carry out and how they complement one another (budgets, staff, time frame to be included); and their recommendations for the most appropriate mechanism for channeling outside funding to the groups.
- o Technical assistance to the groups should be of the "how to" nature as much as possible. Fundación Natura of Ecuador should receive high consideration for providing technical assistance in environmental education. General institution building skills should be provided through the workshops being proposed by PACT (Private Agencies Cooperating Together).
- o USAID/Bolivia should try to remedy the groups' short-term needs for an office and staff as soon as possible.
- o USAID/Bolivia should give high consideration to supporting the growth of private environmental groups for at least 3 years.
- o A detailed plan of action for USAID/Bolivia's and the environmental groups' use as a working document is attached.

PROPOSAL FOR INSTITUTION STRENGTHENING OF BOLIVIA'S NON-GOVERNMENT AND QUASI-GOVERNMENT ENVIRONMENTAL GROUPS

The Country Environmental Profile of Bolivia and an assessment of the private non-profit environmental groups indicate a critical need for assistance in strengthening non-governmental groups so that they can be more effective addressing Bolivia's environmental/natural resource problems. A program of assistance is needed (at least 3 years) to strengthen the

individual groups by providing them with initial support to become established, non-profit institutions. Because the groups, by their own admission, are not ready to administer major grants tied to large-scale programs, the program of assistance should support the establishment of a coordinating body responsible for administering financial assistance to the groups and providing certain technical services.

Ideally, it is envisioned that in several years the coordinating body will develop into a private non-profit Bolivian foundation supporting environment/natural resource programs, and that the groups initially supported through the coordinating body will become established as individual private non-profit environmental institutions. However, considering Bolivia's economic situation, achieving this objective should not be critical to the success of the program. Throughout the program there should be periodic evaluations to decide if it would be more practical for the coordinating body to absorb the participating groups as part of a new private organization or to dissolve itself transferring its responsibilities to the groups themselves.

Since Bolivia is more likely to benefit from several diverse environmental groups the program design should encourage individual strengthening of the groups as much as possible. For this reason, for the first 3 years the coordinating body's functions will not include designing and implementing its own programs. If the coordinating organization were to do so it would begin competing with the groups it is designed to service. This situation could be reevaluated once the groups have established themselves on their own.

Working with private non-profit environmental groups requires considerable flexibility. Groups that depend on volunteers and personal initiative are often quite idiosyncratic and heavily influenced by members' personalities. Therefore, an effective management system within the groups themselves and the coordinating body will be critical. Some factors based on other similar USAID/non-governmental environmental programs for USAID/Bolivia and the private environmental groups to consider when they initiate a joint project are the following:

- o Small grants spread over time to private environmental groups are more effective in strengthening the groups than large grants.
- o Grants must include a component purely for institution building and not be tied solely to projects.
- o Short-term technical assistance visits spread out over the long-term are more effective than a full-time technical advisor.
- o U.S. private environmental groups' are useful as examples of approaches and programs for Bolivia to consider, but should not be presented as models to be implemented by Bolivian groups. An effective private sector program must evolve according to Bolivia's particular situation.
- o Changes in strategies and occasional mistakes are part of the process of institution building.
- o Competition, and differences in opinions, approaches and style are common among private environmental groups and should be handled as an asset.
- o Self-sustainability for private environmental groups is difficult and takes a long time to achieve.

PROGRAM DESCRIPTION

Funding Mechanism

The proposed 3-year program of assistance will have 3 components that together offer a full program of support to the environmental groups: Institution Building, Technical Assistance, and Program Implementation. These 3 components will be managed by a coordinating body to be established as part of the program. There is considerable overlapping within the 3 components. These distinctions are operational rather than functional.

The Coordinating Body or "Interinstitutional Committee" will be staffed by a full-time director, an assistant (hired after 6 months to a year) and a secretary. It will have its own Board of Directors or Advisory Committee. It must have "persona juridica". The Board or Advisory Committee should include a representative from each participating organization. The Board should also include individuals who can be effective fundraisers, and who will give the coordinating body credibility outside the environment/natural resources community.

The Interinstitutional Committee should write up statutes or agree upon a detailed description on its primary responsibilities. The following functions should be included.

1. Coordinate groups activities to avoid duplication and secure best use of limited resources, and to ensure that the different strengths of the groups are exchanged as much as possible.

2. Administer A.I.D. or other donor financial support to the Committee and facilitate specific funding to participating environmental groups.
3. Fundraise -- local and international -- for maintenance of the Committee itself and for supporting activities of participating organizations.
4. Coordinate international visits making appropriate contacts for visits with the different groups.
5. Attract new organizations to the Committee, and if appropriate, stimulate the development of new non-profit environmental groups to complement existing groups.
6. Promote the different participating group's programs through publications, seminars, conferences, etc.
7. Assist the groups in project design and proposal writing.
8. Coordinate technical assistance provided to the groups through USAID/Bolivia and other donors.
9. Develop and maintain a technical library.
10. Administer an office and conference room (with library) to be kept accessible to all participating groups.
11. Represent the groups to the government and international organizations regarding environmental policies and legislation.
12. Identify priorities for environment/natural resource management projects.
13. Ensure that the groups work with the public sector as much as possible.
14. Develop criteria for projects.
15. Produce newsletter for groups.

Staff

The primary responsibilities of the Director of the Committee will be: management and administration of the Committee offices, staff and finances; promotion of the Committee and it's groups' activities; coordination between the groups and resolution of conflicts; fundraising locally and

internationally; and project oversight to ensure that programs are consistent with the Committee's natural resource management priorities.

After 6 months to a year, an assistant should be hired to free the Director to handle management and fundraising responsibilities. The assistant will be responsible for developing a library, coordinating with CUMAT's financial administrator, and arranging seminars, conferences, etc. A secretary should be hired who can carry out clerical responsibilities, maintain a library and arrange logistics for meetings, seminars and conferences.

A Director should have: experience managing and administering large projects; broad technical understanding of environment and natural resource management issues; field knowledge of Bolivia's environmental problems, national and international credibility and most importantly, patience and diplomacy.

The Assistant should have: familiarity with natural resource/ environmental management issues and experience with administration of finances and equipment.

The secretary should have excellent typing and organizational skills; familiarity with English; and potential for training on a word processor or computer.

Logistics

The first priority for the Committee is acquiring office space. For its first year of operations the Committee should consider affiliating with CUMAT, the USAID/Bolivia funded land use capability project. Obtaining office space in La Paz takes time and CUMAT could make an office, telephone, and transportation available immediately. CUMAT also offers the Committee an administrative infrastructure designed to deal with USAID/Bolivia accounting procedures which would be useful should USAID or PL480 funding be provided. Furthermore, the information CUMAT is collecting and the seminars it carries out can be very useful to the environmental groups.

The exact arrangement between CUMAT and the Committee should be specified in a signed written agreement. To be effective the environmental groups must not depend on one source of funds. Receiving full support from a single source of funds, especially from a foreign government, can diminish a group's national credibility. CUMAT is a USAID initiated project. Affiliating the Committee with CUMAT carries some risks for public understanding. The agreement should specify that the arrangement is primarily logistical and administrative. Letterheads should be kept separate, and promotional brochures should credit CUMAT for the services it provides, but also indicate CUMAT as a participating organization rather than a sponsor. Since it is ultimately USAID's objective to strengthen the groups so that they can become self-sustaining and independent from complete A.I.D. support, USAID/Bolivia should be sensitive to this situation. The Committee/CUMAT agreement should allow for periodic evaluations of the arrangement to determine if the

affiliation is counter productive to the effectiveness of the private non-profit environmental groups.

CUMAT will be providing administrative and logistical support of funds allocated to the Committee. Programmatic decisions, however will be the responsibility of the Committee Director and his/her Board. Should CUMAT become a participating organization it would have a representative on the Board with input on programs. Management of Committee staff will be the responsibility of the Committee Director. The Committee Director will be responsible for coordinating with the CUMAT Director use of shared resources such as photocopies, vehicles, library, meeting room, etc. Resources to be shared should be specified in the agreement.

Program Components

To strengthen Bolivia's private non-profit environmental programs the Committee should consider requesting USAID funding for 3 kinds of support to the participating groups. The support would be directed towards strengthening the infrastructure of the organizations, providing specific technical training and funds for implementing small-scale environment/natural resource projects.

To strengthen the individual organizations, funds should be provided to each group participating in the Committee to be used for working towards establishing themselves as self-sustaining organizations. Depending on the group's needs, this direct support would be used for developing promotional materials (tee-shirts, logos, brochures, posters, etc.), travel to other parts

of the country to start affiliates, or to develop an event to attract new members (art show, competition, wildlife week, etc.). A maximum of \$2,000/yr. would be appropriate for each group's use. The use of the funds must be justified to the Committee. The \$2,000 is to be used exclusively for promotion of the individual organizations, not for projects.

Additional support for institution building would be provided through the technical training component. Technical training would be provided in management and administration for private non-profit groups. It would also have to be made available in environmental/natural resource management techniques as necessary to enable groups to carry out the projects they are proposing. The Committee would be responsible for coordinating the training and ensuring that as many groups as possible are able to benefit. The Committee should not restrict training only to participating groups. If a technical advisor is providing a seminar or workshop, the Committee should include individuals from the public sector as well. If technical training has to be limited to one or two counterparts, the Committee would be responsible for the selection.

The training workshop for Bolivian private voluntary organizations proposed by Private Agencies Collaborating Together (PACT) would be appropriate for providing technical assistance in developing the skills needed to manage a self-sustaining non-profit organization. The staff of the newly formed Committee should participate in the proposed PACT workshop. The tasks suggested by PACT are all relevant to the responsibilities the Committee will have to carry out (decision making techniques, inventory control and financial

management skills, A.I.D. regulations and procedures and project design, implementation and evaluation). Not suggested by PACT but important for the environmental groups would be technical assistance in: fundraising, membership drives, and managing volunteers. If space allows, SOBE and PRODENA should send a member to participate in the training. Both organizations conveyed concern that until they have an office infrastructure and a project staff it is difficult for them to identify an appropriate candidate for training. The Institute of Ecology staff have experience in the areas to be presented in the training workshop.

In addition to training in institution development and management, technical training in environmental education planning and methodologies is critical. Environmental education is a theme throughout all the programs proposed by the groups, and Bolivia has had very little experience in this area. The groups all want to undertake environmental education but do not have a feel for how to develop the different strategies, and how to make priorities. Different approaches have to be designed for formal and non-formal education settings, for long and short-term environmental education programming, for awareness generation versus actions programs. Furthermore, programs have to be tailored for different audiences; general public, farmers, decision-makers, teachers, economists, special interest groups. Without a long-term plan for environmental education there is a high risk that the groups will become involved in isolated individual environmental education activities with limited short-term value to Bolivia.

Technical training in environmental education should be provided for the following:

- o First-second years
 - Long-range planning for a coordinated national environmental education effort.
 - Development of mass media programs and posters, brochures, slide shows.
 - Development of extension materials for rural community environment/natural resource projects.
- o Third Year +
 - Development of formal school education programs
 - Curriculum development
 - Development of teaching materials
 - Teacher training techniques

The Fundacion Natura, a private non-profit environmental group in Ecuador has extensive experience in environmental education and should be considered as a priority for providing the necessary technical training. A U.S. environmental education specialist, selected by IIED, with broad experience in various environmental education methods and long-range program planning could initiate the technical training with Fundacion Natura, working together to plan the long-term goals and scheduling short-term visits.

The third component of the program would provide support to the private environmental groups in developing and implementing environment/natural resource management projects. This aspect of the program would provide the groups with essential first-hand experience implementing the strategies they have chosen for their institution's objectives. Lack of funds has been a constant limitation to project implementation, and without projects the

organizations lose credibility. It is difficult to attract new members to a group that has no concrete activities. Some of the groups are at a disadvantage because they have not been able to implement programs and thus lack the experience to justify receiving support for proposed projects. Should USAID/Bolivia provide support, it should take this into account and view initial project funding as much a part of institution building as environment and natural resource management.

Each participating group should have access through the committee to funds for project design and implementation. Funds should be sufficient to hire staff to carry out the programs. Staff should be hired on a project to project basis so that the groups do not become overburdened with full time salary commitments. Projects should include overheads to be used for institutional development. Several SOBE members offered their services to direct projects for no salary, only expenses. Each participating group will have to write a project proposal including a detailed work plan and projection of expenditures. The proposal will be subject to review by the Committee adhering to the criteria which should be established. All participating groups should have a right to review the proposals and provide input. Established criteria for accepting proposals is critical to the success of the Committee. As the Committee becomes more established it will begin attracting new groups interest in project funds. Acceptance or denial will have to be an objective process. There is so much to be done in Bolivia in natural resource/environmental management that is easy to become overwhelmed. Criteria to consider are:

- o Practical application to Bolivia's environmental/natural resources management needs.
- o Sector of population who will benefit most from project.
- o Potential of replicability throughout Bolivia.
- o Potential for linkages with other organizations.
- o Potential for strengthening capabilities of the soliciting organization and relevance to its particular situation.
- o Potential for environmental education component. (All projects should include funds for publication and dissemination.)
- o Potential the project has to receive funds through alternative sources rather than the Committee. (Initially the Committee should focus on important but difficult to fund projects.)
- o Possibility of counterproductive duplication of efforts.

Currently the groups interviewed demonstrate a strong interest in working together in their programs. This is very positive, but may be in part due to the one thing they all have in common -- no financial resources. Once money is made available through the Committee it may be more difficult for the groups to look out for each other's interest. For the first year, then, so that each participating group has an equal opportunity to gain experience and establish its identity, funds will be allocated to each group to carry out pre-determined specific projects in specific areas they agree among themselves to undertake.

Some potential projects for the groups to undertake are suggested for their consideration.

In choosing projects the groups should keep in mind the priority areas they have identified for Bolivia: data collection and analysis, environmental education, and sustainable development projects for rural communities. The

projects should also reflect different strategies; advocacy, natural resource management, research, legislation, monitoring...

1. National Environmental Awareness Campaign

The ultimate goal of environmental education is to change people's behavior so that they take positive actions towards their environment. To do this, an environmental education program must provide information that: makes people aware of environmental problems; stimulates them to learn more about the causes and effects of the problems; stimulates them to look for solutions to the problems; and ultimately motivates them to take actions to implement the solutions. One program cannot do all these things at the same time. The first step in generating awareness should be directed towards the general public. Once people are aware and interested, the program should begin to tailor its programs to provide more detailed information and address particular target groups (decision makers, teachers, farmers, economists, etc.)

The awareness program should have two phases: 1) Awareness the first year, 2) motivation the second year. For the first phase, simple, brief but informative programs should be developed for the mass media. (PRODNA already has several programs underway.) A steady relationship with the newspapers should be developed. Reporting of site-specific environmental/natural resource management problems should be one tactic. Regular educational articles should also be prepared on general environmental issues -- deforestation, water contamination, hazards of pesticides, ecology, wildlife management, etc. Posters, brochures, special events (wildlife week) seminars, and workshops would all be part of an awareness campaign.

For the second phase the awareness program should be followed with detailed programs directed at two primary target groups: government decision makers and teachers. Government decision makers without environmental training need informative, simple programs describing the causes and effects of problems. Slide shows and seminars should be prepared to be presented to different ministries. They should cover natural resource management problems, and their social, political, and economic implications. For example, a program could be prepared on soil erosion and its influence on agricultural productivity, nutrition, peasant migration and water contamination. For government decision makers, the programs must demonstrate the relevance of environmental problems to their concerns.

Teachers have been targetted as well, because Bolivia is in serious need of an environmental education program at all levels. Without awareness it is too premature to propose a major national environmental education program. To facilitate its introduction at a later date an awareness program should focus on teachers. Workshops, seminars and development of educational materials should be undertaken. Slide shows on Bolivia's environment, flora and fauna for examples would be ways of stimulating interest in the teachers and students. This aspect should not be as intensive as the others. It would not be productive to develop complicated materials that would only have to be

adapted when a formal curriculum is prepared. The purpose should be to generate interest.

Estimated cost: \$20,000 first year.

2. Appropriate Technologies for Sustainable Development in the Altiplano and Valley Regions

To make significant improvements in Bolivia's natural resource management, all groups agreed that rural communities must be provided with low cost, small-scale technologies for sustainable agriculture. Not only do these appropriate technologies have to be identified, but also they need to be presented practically in ways that are easily understood by the rural farmer.

A project could work with rural communities in the altiplano and valleys. The communities would be assisted in assessing their environmental problems and identifying where appropriate technologies are needed most. It is hoped that this project will stimulate the communities to form their own environmental committees to carry on local environmental assessments.

This project should involve Regional Development Corporations and other development groups working in agriculture and rural development. Information should be collected on existing appropriate projects (greenhouses, fish ponds, etc.) to identify those that would be appropriate to implement. Efforts should be made to select communities that will serve as models to replicate.

The project should develop extension materials for the communities and a technical publication summarizing the experiences.

Estimated cost: \$15,000 first year.

3. Reforestation for La Paz and the Altiplano

Soil erosion and deforestation were identified as priority problems to address as soon as possible. Communities need encouragement to start their own nurseries. Extension work is needed to promote the idea of nurseries and their economic benefits in the rural communities. In some areas, however, around La Paz trees must be planted to hold the soil rather than for fuelwood or construction. Efforts could be made to involve the Alcaldia of La Paz and other alcaldias in distributing trees and maintaining them. Schools could be the entries into communities for small reforestation projects. An education component would be critical to the success of the reforestation effort.

Estimated cost: \$20,000 (depending on scale and number of communities involved)

4. Environmental Monitoring

All groups interviewed felt that a lack of basic ecological data was a limit to effective natural resource management. Consideration must be given to the types of data that should be collected that can be of most use for natural resource/environmental management decisions. This project could allow professionals to apply their investigation skills to identify environmental problems in critical need of attention and to make recommendations for action.

The project should choose one or two areas to focus on that demonstrate different roles of environmental monitoring. For example, a group of investigators could make a floral and faunal inventory of a small but ecologically valuable area under development pressure. The information gathered could be analyzed to determine whether an area should be set aside for a national park or protected area. Also, under this project scientists could study the contamination of a water supply to determine its toxicity and the source of the problem. This project could also involve a study of the effects of pesticides and make recommendations for proper use. The choice of focus would depend on the professional skills available.

Estimated Cost: \$20,000.

5. Survey of Environmental Attitudes

Effective environmental education programs depend on a knowledge of people's attitudes toward the environment and their reasons for behaving in certain ways toward the environment. A national survey of people's attitudes assists in categorizing different target audiences for environmental education programs, and in tailoring programs to different group's levels of understanding.

The survey should, among other objectives, attempt to collect information which will help determine the following: People's awareness of their environment, awareness of problems in their environment; their particular relationship to the environmental problem, the cause of the problem, solutions to the problem and who should be responsible for implementing the solutions (individuals, region, nation, international organization). Information should also be collected on people's priorities for a quality of life and the role the environment plays in achieving these priorities.

Estimated cost: \$10,000.

ILLUSTRATIVE BUDGET FOR THE FIRST YEAR OF THE PROPOSED PROGRAM

Establishment of Interinstitutional Committee

Staff (Director, Secretary, and Fringes)	\$25,000
Office Rental	5,000
Office Furniture (Desks, Chairs, Bookshelves, Conference Table)	7,000
Office Equipment (Photocopier, Mimeo, Typewriter)	8,500
Staff Travel	
US Fundraising	3,000
Bolivia interior to attract new groups	1,500
Promotional Activities	4,000
Technical Publications	<u>5,000</u>
TOTAL	\$59,000

Interinstitutional Services

1) Direct Institution Building Activities

\$2,000/group/year	<u>20,000</u>
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2) Technical Training

Admin/mgmt/development	PACT workshops
Environmental Education	
1 US specialist 2 week visit	6,000
3 Ecuadorean 2 week visits	8,000
2 Bolivian visits in Ecuador	2,500
Other training left open depending on projects (forester, extension...)	<u>10,000</u>
Perhaps drawn from Bolivian institutions	26,500

3) Project Implementation

Each group should implement a project. Maximum funds should be \$20,000/project with the average project costing \$10-12,000. Assuming 10 groups design projects the first year, the estimate should be \$120,000. This

Persons Interviewed

Ing. Guillermo Crespo Palza	SOBE/PRODENA
Ing. Manuel V. Posnansky	SOBE/PRODENA
Ing. Wagner Terrazas Urquidi	SOBE
Ing. Armando Cardozo	PRODENA
Ing. Guardia Munoz	PRODENA
Dr. Ing. Constantino Sejas Ledezma	SOBE/H. Alcaldía de la Paz
Sr. Jorge Ruiz	PRODENA
Sr. Peter Iseli	Sonora Ltda.
Ing. Juan Carlos Quiroga	Proyecto "CUMAT"
Dr. Jose Lorini and staff	Instituto de Ecología
Dra. Maria de Marconi	Instituto de Ecología
Juan Pablo Arce Salcedo	Instituto de Ecología
Dra. Marguerita Toro	Museo de Historia Natural
Sr. Jose Campos Merino	Min. de Planamiento y Coordinacion
Lic. Carlos Carafa R.	COTESU
Sr. Erik Roth	Centro Interdisciplinario de Estudios Comunitarios
President	Club Andino

figure should stay close to the same for 3 years because it is not realistic to expect groups to raise 100% of their project funds in 3 years.

	\$120,000
GRAND TOTAL	<u>\$225,000</u>

Should the Committee share an office with CUMAT, serious consideration should be given to purchasing a computer. For assistance to the groups in membership, affiliates, finances, etc. a small computer would be adequate (\$2,000). However, to support CUMAT as well and allow both groups to store natural resource data and maintain a technical library, a more sophisticated system is necessary (\$20,000).

Program Coordination - IIED	\$31,000
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Should USAID/Bolivia decide that this program could best be managed through cooperation of a U.S. PVO, it is recommended that IIED be given this responsibility. IIED has familiarity with Bolivia's environment/natural resource situation, has coordinated the revision of the environmental profile and already knows the environmental groups. In addition, IIED has experience supporting the development of environmental groups and providing them with technical assistance. In particular, IIED has in-house capabilities in environmental education, forestry, energy, and sustainable agriculture, law and policy development among others. It has access to a wide network of environmental expertise which it maintains on a computerized roster.

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In working with environmental groups, IIED has found that significant staff time in the USA is required for reviewing groups projects, reacting to action plans, making fundraising contacts, selecting technical advisors, and coordinating PVO visits to the US. Furthermore, IIED has found that the groups can benefit from at least one yearly visit from an IIED staff person to discuss the progress of the program, carry out an evaluation and work together to make any necessary modifications.

3 months staff time	\$15,500
Professional	
Para professional	
Secretary	
2 weeks trips to Bolivia	8,000
45% overhead on salaries	<u>7,500</u>
	\$31,000